Supervision Competency

Developing Core Supervisory Skills & Frameworks

Intensives Library · Supervision & Professional Growth

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Part 1 · Overview

Supervision Competency

Clinical supervision is a distinct professional competency — not simply good clinical skills applied in a supervision context. Effective supervisors understand developmental models, use a range of supervision modalities, monitor parallel process, address countertransference, and evaluate competency systematically. This intensive builds these core supervision competencies.

Learning Slides

Core supervision competency models, developmental frameworks, and supervisor skill sets.

Self-Assessment

Comprehensive evaluation of your supervision competencies across all key domains.

Worksheet

Reflective exercises for developing and applying supervision competencies in practice.

Core Competency Areas

Supervisory relationship development

Supervision modalities and methods

Developmental stage recognition

Parallel process identification

Competency assessment and feedback

Ethical practice in supervision

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Part 2 · Slides

Clinical Supervision Competency Learning Slides

Understanding the Seven Dimensions of Supervision Excellence

UNDERSTANDING SUPERVISION COMPETENCY

The Path to Supervision Excellence

Developing Leadership That Transforms Treatment Programs

Effective clinical supervision represents one of the most complex and impactful leadership roles in substance use disorder treatment. The supervisor's competency directly influences team dynamics, staff retention, patient care quality, and organizational effectiveness. Yet many supervisors find themselves unprepared for the sophisticated blend of clinical expertise, leadership capability, and interpersonal skill required for excellence in this role.

Key Elements:

Clinical expertise alone doesn't guarantee supervisory success

Leadership requires systems thinking beyond individual patient care

Supervision development is a journey of continuous growth

Your approach to growth models what you expect from your team

Excellence is not a destination but an ongoing commitment

The Space Between Challenge and Excellence

Where Leadership Growth Occurs

Between recognizing supervision challenges and developing supervision competencies lies the space where leadership growth occurs. In that space—the gap between current reality and supervision excellence—lies the opportunity to create the kind of leadership that transforms not just individual careers but entire treatment programs and the lives of the patients they serve.

Key Elements:

Awareness of strengths and growth areas is the starting point

Commitment to ongoing development sustains progress

Systems that support effectiveness enable long-term success

What feels overwhelming can become areas of strength

Periodic assessment (every 6-12 months) tracks your growth

CLINICAL LEADERSHIP FOUNDATION

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Integrating Clinical Expertise with Leadership

Balancing Two Essential Roles

Clinical leadership foundation involves the ability to integrate clinical expertise with leadership responsibilities effectively. This competency requires maintaining clinical credibility while developing the broader perspective necessary for supervision and organizational leadership. Clinical work focuses on individual patient care, while supervision requires systems thinking, team dynamics, and organizational perspective.

Key Elements:

Balancing clinical expertise with leadership responsibilities

Maintaining credibility with both staff and organizational leadership

Providing clear guidance while empowering staff decision-making

Modeling evidence-based practices and clinical excellence

Integrating clinical oversight with administrative duties

TEAM BUILDING AND CULTURE DEVELOPMENT

Creating Cohesive, High-Performing Teams

Building Culture That Sustains Excellence

Team building and culture development involves creating cohesive, collaborative teams that maintain high morale and effectiveness despite the challenges inherent in substance use disorder treatment. This competency requires understanding group dynamics, individual motivation, and organizational culture. Effective team building requires intentional attention to both task accomplishment and relationship maintenance.

Key Elements:

Creating inclusive environments where all staff feel valued

Establishing clear team norms and expectations

Recognizing individual achievements and team successes

Addressing conflicts promptly and constructively

Fostering cultures of continuous learning and improvement

COMMUNICATION AND CONFLICT RESOLUTION

Facilitating Clear, Constructive Dialogue

The Foundation of Supervisory Success

Communication and conflict resolution competency involves the ability to facilitate clear, constructive communication and address conflicts effectively. This includes both formal

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communication (meetings, feedback sessions) and informal interactions that build relationships and trust. Poor communication creates most supervision problems—unclear expectations lead to performance issues, avoided conversations allow problems to escalate, and unresolved conflicts poison team dynamics.

Key Elements:

Communicating expectations clearly and checking for understanding

Providing timely, specific, and constructive feedback

Facilitating difficult conversations with empathy and professionalism

Listening actively and responding thoughtfully to concerns

Mediating conflicts while maintaining relationships with all parties

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ADMINISTRATIVE MANAGEMENT

Efficiently Handling Operational Demands

Systems That Support Rather Than Overwhelm

Administrative management involves efficiently handling the operational aspects of supervision while maintaining focus on clinical supervision and team leadership. This competency requires organizing systems, managing compliance requirements, and balancing multiple administrative demands. Many supervisors become overwhelmed by administrative demands, spending disproportionate time on paperwork while neglecting direct supervision and team leadership.

Key Elements:

Maintaining organized systems for documentation and compliance

Efficiently managing administrative tasks without sacrificing quality

Staying current with regulatory requirements and ensuring compliance

Balancing workloads fairly based on staff capabilities

Using data and metrics effectively to monitor performance

PROFESSIONAL DEVELOPMENT FACILITATION

Investing in Staff Growth and Career Development

Creating Teams with Expanding Capabilities

Professional development facilitation involves identifying staff development needs, creating growth opportunities, and providing mentorship that supports both immediate performance and long-term career advancement. This competency requires understanding adult learning principles and individual motivation patterns. Investment in staff professional development pays dividends in improved performance, increased retention, and enhanced job satisfaction.

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Key Elements:

Accurately identifying individual staff strengths and development needs

Creating personalized professional development plans

Providing regular mentorship that supports skill and career development

Connecting staff with appropriate learning resources and opportunities

Supporting staff in taking on new challenges and expanding capabilities

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STRATEGIC THINKING AND DECISION-MAKING

Moving Beyond Immediate Operational Concerns

Systems Perspective and Long-Term Planning

Strategic thinking and decision-making involves the ability to see beyond immediate operational concerns to longer-term implications and organizational objectives. This competency requires systems thinking, anticipation of future challenges, and alignment of team activities with broader goals. This often represents the biggest gap for supervisors promoted from clinical roles, requiring a shift from individual patient focus to systems perspective.

Key Elements:

Considering long-term implications when making decisions

Anticipating potential challenges and developing proactive solutions

Aligning team goals with broader organizational objectives

Making efficient decisions while considering stakeholder input

Evaluating decision effectiveness and adjusting approaches

SELF-AWARENESS AND PROFESSIONAL GROWTH

The Foundation for All Other Competencies

Continuous Learning and Adaptation

Self-awareness and professional growth involves understanding one's own supervisory strengths and limitations, managing personal responses effectively, and engaging in ongoing development as a leader. This competency provides the foundation for all other supervisory skills. Self-aware supervisors can adapt their approaches based on situational needs, learn from mistakes rather than defensively repeating them, and model the professional growth they expect from their teams.

Key Elements:

Regular reflection on supervisory effectiveness and improvement opportunities

Actively seeking feedback from supervisees, peers, and leadership

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Managing emotional responses effectively during challenging situations

Maintaining appropriate boundaries while remaining accessible

Engaging in ongoing professional development to enhance skills

SELF-REFLECTION QUESTIONS

Understanding Your Supervision Profile

Deep Insight Through Targeted Questions

Self-reflection is essential for supervision development. These questions help you understand your unique supervision profile, including your greatest strengths and most significant challenges, and how they interact with each other in your daily practice.

Key Elements:

Which competency dimension represents your greatest strength?

Which dimension presents your most significant challenge?

How do your competencies and challenges interact with each other?

What supervision experiences have most surprised you?

How have your competencies evolved throughout your journey?

SELF-REFLECTION QUESTIONS

The Psychology of Your Supervision Approach

Understanding Your Values and Influences

Understanding the psychological foundations of your supervision approach helps you recognize patterns, adapt to different situations, and maintain authenticity while fulfilling organizational requirements.

Key Elements:

How does your clinical background influence your supervision style?

What personal values most strongly influence your approach?

How do you handle tension between support and accountability?

What aspects of supervision energize versus drain you?

How do you maintain authenticity while fulfilling requirements?

SELF-REFLECTION QUESTIONS

Developing Your Supervision Competencies

Strategies for Continuous Growth

Effective development requires understanding what strategies work best for you, identifying barriers to growth, and creating sustainable approaches to ongoing improvement.

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Key Elements:

What strategies have proven most effective for your strengths?

What role do mentorship, training, and consultation play?

How do you balance developing skills with meeting immediate needs?

What practices do you want to implement or strengthen?

How do you measure your effectiveness beyond basic metrics?

SELF-REFLECTION QUESTIONS

Building Supervision Excellence

Creating Your Leadership Legacy

Excellence requires vision, alignment between daily practice and long-term goals, and the ability to view challenges as opportunities for growth rather than just problems to solve.

Key Elements:

What would supervision excellence look like in your context?

How do you balance individual style with organizational expectations?

How can you view challenges as opportunities for growth?

How might your approach need to evolve over time?

What legacy do you want to create as a supervisor?

ACTION PLANNING

Creating Your Personalized Development Map

From Assessment to Action

Based on your assessment results, create a personalized supervision development map that identifies your specific competency patterns. This exercise helps move from general supervision categories to the highly individualized way supervision operates in your unique leadership context.

Key Elements:

List specific examples for each competency dimension

Identify patterns in your supervision challenges

Recognize connections between different competencies

Update your map regularly as you discover new patterns

Use examples to make abstract concepts concrete

ACTION PLANNING

Your Supervision Development Action Plan

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Transforming Insight Into Growth

Select 2-3 specific supervision competencies to develop based on your assessment results. Focus is essential—trying to improve everything at once leads to scattered efforts and limited progress. Choose areas where development will have the greatest impact on your effectiveness and team outcomes.

Key Elements:

Define the specific competency area clearly

Identify current gaps and desired outcomes

Set clear, measurable goals for development

Break goals into specific action steps

Establish accountability and support measures

Create a timeline for implementation

Plan for potential obstacles and setbacks

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Part 3 · Mind Map

Supervision Competency

Developing Core Supervisory Skills & Frameworks

Core Competency Areas

- SupervisionCompetency
- 1
- Supervisoryrelationshipdevelopment
- 2
- Supervisionmodalities andmethods
- 3
- Developmental stagerecognition
- 4
- Parallel processidentification
- 5
- Competencyassessment andfeedback
- 6
- Ethical practice insupervision

The 6 parts of this intensive's framework, numbered as the overview lists them.

Part 4 · Assessment

Clinical Supervision Competency Assessment

Evaluating Leadership Effectiveness in SUD Treatment Settings

Identifying Supervision Challenges

Clinical Leadership Foundation

1. I struggle to balance clinical expertise with leadership responsibilities.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

Never/Not at allAlways/Extensively

2. I find it difficult to maintain clinical credibility while enforcing administrative policies.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

Never/Not at allAlways/Extensively

3. I feel uncertain about when to intervene directly in clinical cases versus coaching staff.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

Never/Not at allAlways/Extensively

4. I have difficulty translating clinical knowledge into supervisory guidance.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

Never/Not at allAlways/Extensively

5. I feel overwhelmed by the scope of clinical oversight responsibilities.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

Never/Not at allAlways/Extensively

Team Building and Culture Development

6. I struggle to create cohesion among staff with diverse backgrounds and experience levels.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

7. I find it challenging to maintain team morale during difficult periods.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

8. I have difficulty addressing personality conflicts that affect team dynamics.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

9. I struggle to establish clear team expectations and accountability measures.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

10. I find it hard to balance individual staff needs with team objectives.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

Communication and Conflict Resolution

11. I avoid difficult conversations with staff members about performance issues.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

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12. I struggle to communicate expectations clearly and consistently.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

13. I find it challenging to provide constructive feedback without damaging relationships.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

14. I have difficulty facilitating productive discussions during team meetings.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

15. I feel unprepared to mediate conflicts between staff members.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

Administrative Management

16. I feel overwhelmed by the administrative aspects of supervision.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

17. I struggle to maintain consistent documentation and record-keeping systems.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

18. I have difficulty balancing paperwork demands with direct supervision time.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

19. I find it challenging to manage scheduling and workload distribution effectively.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

20. I struggle to stay current with regulatory requirements and compliance issues.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

Professional Development Facilitation

21. I find it difficult to identify individual staff development needs.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

22. I struggle to provide meaningful mentorship beyond basic job requirements.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

23. I have difficulty creating learning opportunities that match staff capabilities.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

24. I find it challenging to support staff career advancement within organizational constraints.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

25. I struggle to balance supporting staff growth with meeting immediate operational needs.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

Strategic Thinking and Decision-Making

26. I find it difficult to see beyond immediate operational concerns to longer-term goals.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

27. I struggle to make decisions that balance multiple competing priorities.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

28. I have difficulty anticipating potential problems before they become crises.

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○ 1 ○ 2 ○ 3 ○ 4 ○ 5

29. I find it challenging to align team activities with broader organizational objectives.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

30. I struggle to evaluate the long-term impact of my supervisory decisions.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

Self-Awareness and Professional Growth

31. I find it difficult to recognize my own supervision strengths and limitations.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

32. I struggle to seek feedback about my supervisory effectiveness.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

33. I have difficulty managing my own stress and emotional responses as a supervisor.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

34. I find it challenging to maintain work-life boundaries in a supervisory role.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

35. I struggle to continue my own professional development while managing others.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

Demonstrating Supervision Competencies

Clinical Leadership Foundation

36. I effectively integrate clinical expertise with leadership responsibilities.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

37. I maintain credibility with both clinical staff and organizational leadership.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

38. I provide clear clinical guidance while empowering staff decision-making.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

39. I model evidence-based practices and clinical excellence consistently.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

40. I balance clinical oversight with administrative and leadership duties effectively.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

41. I create an inclusive environment where all staff feel valued and heard.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

42. I establish clear team norms and expectations that promote collaboration.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

43. I recognize and celebrate both individual achievements and team successes.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

44. I address team conflicts promptly and constructively.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

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45. I foster a culture of continuous learning and improvement.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

46. I communicate expectations clearly and check for understanding regularly.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

47. I provide timely, specific, and constructive feedback to staff members.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

48. I facilitate difficult conversations with empathy and professionalism.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

49. I listen actively and respond thoughtfully to staff concerns and suggestions.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

50. I mediate conflicts effectively while maintaining relationships with all parties.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

Administrative Management

51. I maintain organized systems for documentation, scheduling, and compliance.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

52. I efficiently manage administrative tasks without sacrificing supervision quality.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

53. I stay current with regulatory requirements and ensure team compliance.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

54. I balance workloads fairly and adjust assignments based on staff capabilities.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

55. I use data and metrics effectively to monitor team performance and outcomes.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

56. I identify individual staff strengths and development opportunities accurately.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

57. I create personalized professional development plans for each supervisee.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

58. I provide regular mentorship that supports both skill development and career growth.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

59. I connect staff with appropriate learning resources and advancement opportunities.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

60. I support staff in taking on new challenges and expanding their capabilities.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

61. I consider long-term implications when making supervisory decisions.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

62. I anticipate potential challenges and develop proactive solutions.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

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63. I align team goals with broader organizational strategic objectives.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

64. I make decisions efficiently while considering input from relevant stakeholders.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

65. I evaluate the effectiveness of my decisions and adjust approaches accordingly.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

66. I regularly reflect on my supervisory effectiveness and seek improvement opportunities.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

67. I actively seek feedback from supervisees, peers, and organizational leadership.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

68. I manage my own emotional responses effectively during challenging situations.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

69. I maintain appropriate boundaries while remaining accessible and supportive.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

70. I engage in ongoing professional development to enhance my supervisory skills.
○ 1 ○ 2 ○ 3 ○ 4 ○ 5

Scoring guide

High Supervision Challenge Level

Score: 140 and above

You experience significant challenges across multiple supervision dimensions. These patterns may be undermining your effectiveness and require immediate attention.

Moderate Supervision Challenge Level

Score: 105 and above

You experience notable challenges in several supervision areas. While you may be maintaining basic supervisory functions, these challenges could be creating unnecessary stress.

Mild Supervision Challenge Level

Score: 70 and above

You experience some supervision challenges but maintain effectiveness in several areas. Continue developing skills in challenging areas while building on existing strengths.

Low Supervision Challenge Level

Score: below the band above

You have developed good awareness of potential supervision pitfalls and generally navigate them effectively.

Strong Supervision Competency

Score: 140 and above

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You demonstrate robust supervisory skills across multiple dimensions. These competencies provide a solid foundation for effective leadership.

Developing Supervision Competency

Score: 105 and above

You have established several important supervisory competencies but have opportunities to strengthen others.

Basic Supervision Competency

Score: 70 and above

You have begun developing supervisory competencies but need substantial development in several areas.

Limited Supervision Competency

Score: below the band above

Your current supervisory competencies may be insufficient for effective leadership. Focus urgently on developing stronger skills.

Challenges Outweigh Competencies

Score: below 1.0

Your supervision challenges outweigh your demonstrated competencies. This indicates significant risk for team dysfunction, staff turnover, and compromised patient care quality.

Slight Competency Advantage

Score: 1.25 and below

Your competencies slightly outweigh challenges, but the margin may be insufficient during periods of organizational stress. Focus on strengthening competencies while addressing persistent challenges.

Healthy Balance

Score: 1.5 and below

You have established a healthy balance of competencies relative to challenges, providing good foundation for effective supervision and team leadership.

Strong Leadership Effectiveness

Score: below the band above

Your competencies substantially outweigh challenges, creating strong potential for exceptional supervisory effectiveness and positive team outcomes.

Your Clinical Supervision Competency Results

Leadership Effectiveness Ratio

Clinical Supervision Learning Module

Take Leadership Excellence Assessment

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Part 5 · Worksheet

Supervision Competency Self-Reflection

Develop excellence across all supervision dimensions

About This Worksheet

Use these reflection questions to deepen your understanding of supervision competency patterns, develop effective leadership approaches, and build excellence across all dimensions of clinical supervision.

Understanding Your Supervision Profile

1. Which supervision competency dimension represents your greatest strength, and how do you leverage this strength in your supervisory practice?

Your reflection...

2. Which dimension presents your most significant challenge, and what specific situations tend to trigger difficulties in this area?

Your reflection...

3. How do your various supervision competencies and challenges interact with each other? For example, does difficulty with conflict resolution amplify administrative management challenges?

Your reflection...

4. What supervision experiences have surprised you most, either positively or negatively, and what did they teach you about your supervisory capabilities?

Your reflection...

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5. How have your supervision competencies evolved throughout your leadership journey, and what factors have most influenced this development?

Your reflection...

The Psychology of Your Supervision Approach

1. How does your clinical background influence your supervision style, and in what ways might this be both helpful and limiting?

Your reflection...

2. What personal values and beliefs most strongly influence your supervision approach, and how do these show up in your daily practice?

Your reflection...

3. How do you handle the tension between being supportive and being accountable with your supervisees?

Your reflection...

4. What aspects of supervision energize you most, and what aspects drain your energy or create stress?

Your reflection...

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5. How do you maintain authenticity in your supervisory relationships while fulfilling organizational requirements and expectations?

Your reflection...

Developing Your Supervision Competencies

1. What specific strategies have proven most effective for your strongest supervision competency, and how might you apply similar approaches to challenging areas?

Your reflection...

2. What role do mentorship, training, and peer consultation play in your ongoing development as a supervisor?

Your reflection...

3. How do you balance developing your own supervision skills with meeting the immediate needs of your team and organization?

Your reflection...

4. What supervision practices do you want to implement or strengthen, and what barriers might prevent you from making these changes?

Your reflection...

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5. How do you measure your effectiveness as a supervisor beyond basic metrics like staff retention or compliance?

Your reflection...

Building Supervision Excellence

1. What would supervision excellence look like in your specific organizational context, and what steps would move you closer to this vision?

Your reflection...

2. How do you balance your individual supervision style with organizational expectations and industry best practices?

Your reflection...

3. What would it look like to view supervision challenges as opportunities for growth rather than just problems to solve?

Your reflection...

4. How might your supervision approach need to evolve as your team, organization, or the field changes over time?

Your reflection...

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5. What legacy do you want to create as a supervisor, and how does your daily practice align with this vision?

Your reflection...

Supervision Development Map

Document specific examples from your supervisory experience in each competency area

Clinical Leadership Foundation

Example: I struggle to balance providing clinical guidance with allowing staff autonomy in case management decisions

Your specific examples...

Team Building and Culture Development

Example: I find it challenging to address the tension between newer staff who want more structure and experienced staff who prefer independence

Your specific examples...

Communication and Conflict Resolution

Example: I tend to avoid addressing performance issues directly, hoping they will resolve themselves over time

Your specific examples...

Administrative Management

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Example: I spend too much time on documentation and scheduling, leaving insufficient time for meaningful supervision conversations

Your specific examples...

Professional Development Facilitation

Example: I struggle to identify specific growth opportunities for staff members who are performing adequately but not excelling

Your specific examples...

Strategic Thinking and Decision-Making

Example: I often make decisions based on immediate needs without considering long-term impact on team dynamics or organizational goals

Your specific examples...

Self-Awareness and Professional Growth

Example: I find it difficult to ask for feedback about my supervision effectiveness because I worry about appearing incompetent

Your specific examples...

Supervision Action Planning

Select 2-3 competency areas to focus on and develop

Action Plan 1

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Competency Area (e.g., Clinical Leadership, Conflict Resolution, Strategic Thinking)

Which competency dimension?

Current Gaps & Desired Outcomes

What gaps exist? What outcomes do you want?

Clear, Measurable Goals for Development

What specific, measurable goals will you set?

Specific Action Steps

Break down goals into concrete steps...

Accountability & Support Measures

How will you track progress and get support?

Timeline for Implementation

When will you start, implement, and evaluate?

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Potential Obstacles & Setbacks

What challenges might arise? How will you address them?

Scoring guide

No action plans yet. Add 2-3 competency areas you want to focus on.

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