

Complex Supervision Research: Variables of Risks and Side effects of Supervision

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Content

- Supervision research
- Variables of structure and process
- Supervisor's Perspective
- Supervisee's Perspective
- Conclusions

Heterogenous Supervision

**There is
nothing like
„the“
Supervision**

Great differences in the field and the job

- ★ Psychological counselling, psychotherapy, psychiatry, clinic
- ★ Social work
- ★ Social-pedagogic and education
- ★ Administration
- ★ Science and culture
- ★ Business
- ★

Great differences in setting, theory & methods

- ★ Team Supervision
- ★ Supervision of Individuals
- ★ Group Supervision
- ★ Balint Groups
- ★ Coaching
- ★ Training and education
- ★ Organisational consulting



Needs multi-perspective and multi-method research

Complex field and Challenges of Supervision -Research

Qualitative Data

to get first impressions

to create hypothesis about the subject

Quantitative Methods

to provide a broader data base

to prove hypothesis and theories

From different points of views

Supervisors, Supervisees, Teams, Management of Organisations

(Customers and Clients of the supervisees?)



**Supervision
Research**

Research to prove effects and good quality

Findings about “good supervisors” and “good supervision”

- Multi-partiality
- Can provide Trust and Safety, friendly (relation)
- Providing structure
- Competence in the field, professional expertise
- Dealing with transference
- Dealing with conflicts
- Orientation on Ressources, not deficiency
- Work with different methods, create metaphors, good humor
- Can Modify sight and way of thinking



And the dark side??

Supervision Research

A few engagements about the difficulties, negative effects and risks of supervision since 2000

- Fischer, Martin. Fürnkranz, Wolfgang. Schigl, Brigitte (2001): Wirkfaktoren und Qualitätskriterien von Supervision.
- Anton, Leitner. Petzold Hilarion G. Orth, Susanne. Sieper, Johanna, Telsemeyer, Petra (2004): Mythos Supervision? Zur Notwendigkeit v. "konzeptkritischen" Untersuchungen
- Pühl, Harald: Handbuch Supervision 3 (2009) : Kapitel Schwierige Situationen in der Supervision (18 articles)
- Gottfried, Kurt (2011) Supervision in Psychiatrischen Kliniken: Eine europäische empirische Multicenter-Vergleichs-Studie
- Carsten Christoph Schermuly, Marie-Luise Schermuly-Haupt, Franziska Schölmerich & Hannah Rauterberg (2014). Zu Risiken und Nebenwirkungen lesen Sie ... - Negative Effekte von Coaching



Since 2007
Risks and
Side-effects
are a big
issue in the
research
work of our
team at the
Danube
University

Supervision research

Within a

Cluster of Master-thesis

On this subject

Different

Types of

Data

➤ Supervisors

Margareta Keiblinger (2012): *Risiken, Schäden, Nebenwirkungen von Supervision aus Sicht von ExpertInnen.*

Qualitativ Data from focus groups and interviews

➤ Supervisees

Heidemarie Hinterwallner (2010): *(Un)Erwünschte Wirkungen von Supervision in der sozialen Arbeit.*

Qualitative Data from Interviews

Sabine Karlinger (2010): Gender matters?! Genderkompetenz in der Supervision

Qualitative data from interviews

Jutta Ehrhardt (2011) „Verletzungen in der Supervision und Lehrsupervision“

Quantitative Data from Online Questionnaire,
+ Interviews

➤ Synopsis

Brigitte Schigl (2011)

Brigitte Schigl (2013)



Variables which can cause unwanted effects

Different perspectives of results

★ Structure

- > Supervisor as Person
- > Gender – and diversity-competence
- > Competence in the field
- > “Diagnosis” & contract
- > Setting (Length, Involvement of management)
- > Confidentiality

★ Process

- > Organisational vs Individual Orientation
- > Resources Orientated vs. Deficiency Orientated
- > Hypothesis and Methods of Interventions
- > Multi-Partiality in conflicts and between organisational levels



Person of Supervisor as a Variable (Structure) which mostly causes unwanted effects

Experts and supervisees emphasize the Person of the Supervisor as a central moment

- **General Competence**
 - Personality, Personal competence
 - Professional competence as supervisor
 - > Gender – and diversity-competence
 - > Expert knowledge / Competence in the field

- **Organisational competence**
 - “Diagnosis” & contract
 - > Setting (Length, Involvement of management)
 - > Confidentiality

Variables in the Process of Supervision which can cause unwanted effects

Experts and supervisees

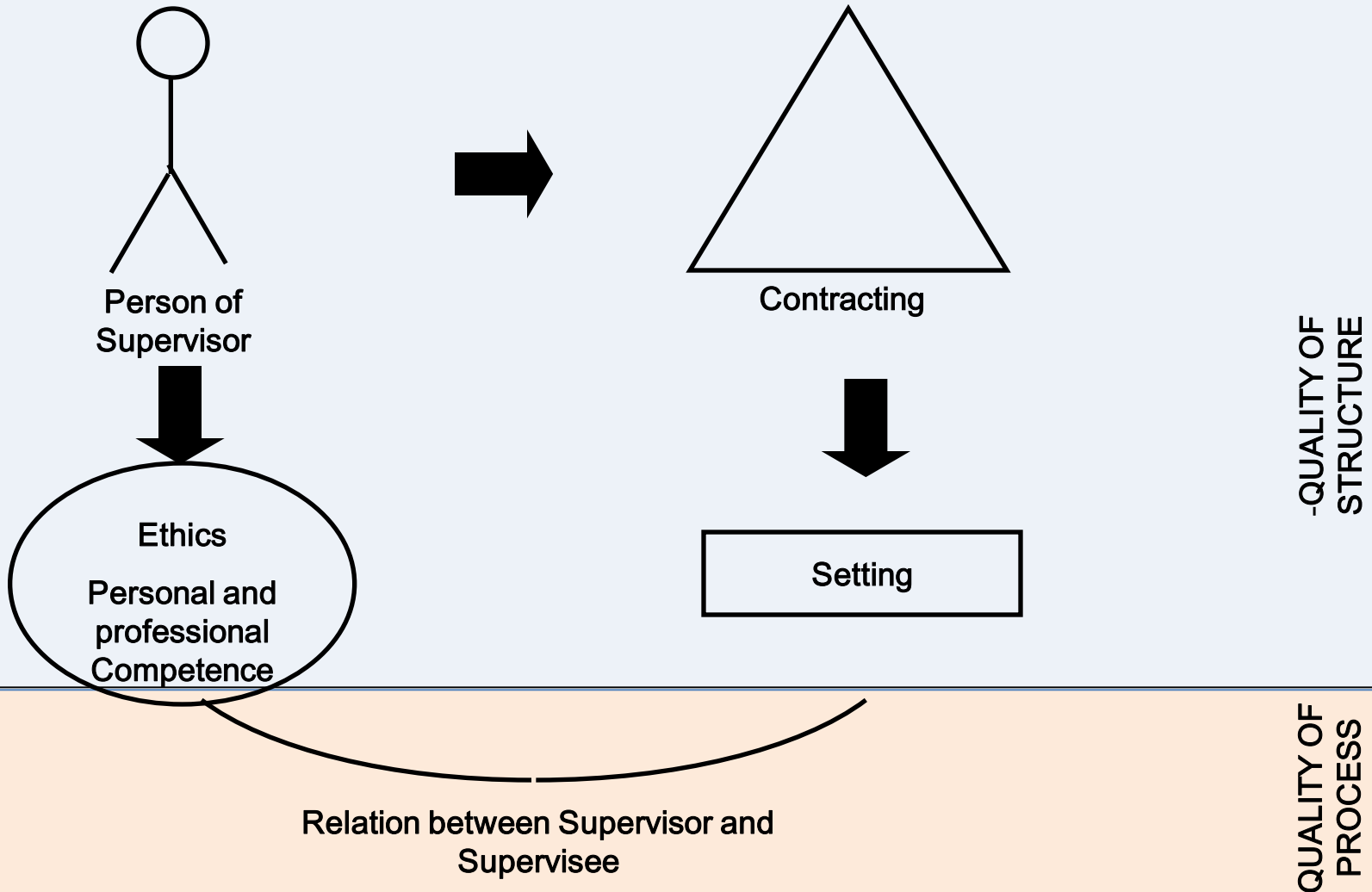
give examples

of

important process variables

- Organisational vs Individual Orientation
- Deficiency Orientation
- Theories/ Hypothesis and Methods of Interventions
- Partiality in conflicts and between organisational levels

Risks in Structure and Process



How often do unwanted effects occur?

Harm in supervision and training-supervision

Online Data collection in cooperation between University of Amsterdam & Danube University Krems

n = 154

60% women, 28% men, 12 % unknown

Age 22-65

- Kind of injury
- Supervisor
- Situation, Setting in which the harm occurs
- Dealing with the injury

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**Quantitative
Data from a
Darkfield
Online Data
Collection**

**Ehrhard &
Petzold
2011, 2014**

Online Data Results

Which are the damages , that are reported in Group- and Team-Supervision?

- Kränkung - insult
- Demütigung - humiliation
- Entwertung - devaluation
- Blossstellung – compromising, showing up

Most dangerous: and severe damages in Team-Supervision (60%),
in stationary settings, at Place of work
compulsory attendance

Boss is taking part in the supervision or is the supervisor him/herself

Which are the injuries, that are reported in Single Person-Setting? (19%)

- Grenzüberschreitung – transgression of limits, violation of personal borders
- Kränkung und Entwertung - insult * devaluation

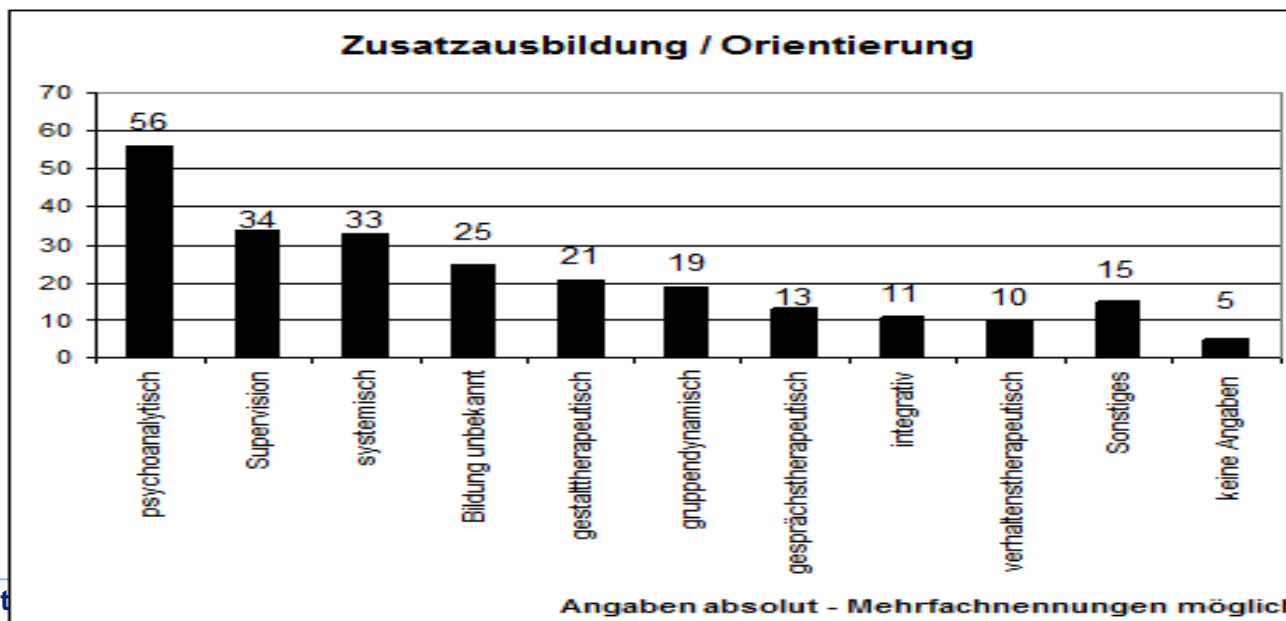
Training Supervision 7%

Online Data Results

The supervisor (63% male, 36% female Supervisors)

- 38% Psychologists
- 26% Social Workers
- 11% Theologians
- 8% Physicians

The orientation/ methods



Online Data results: Gender

Doing Gender in doing harm

- **Male Supervisors main damages:** Demütigung / humiliation, Blossstellung in Gruppe Showing somebody up in Group/Team, Grenzüberschreitung / violation of personal borders
- **Female Supervisors: main damages:** giving the feeling of incompetence
- **Male Supervisee:** Showing somebody up in Group/Team Blossstellung in der Gruppe, Ungerechte Behandlung / unfair treatment
- **Female Supervisee:** Bevorzugende Behandlung anderer. / privilege others, play favorites
Get the feeling to be incompetent / Inkompetent sein

See also:

**Risk-
Psychotherapy
research:**

**Leitner/Schigl/
Märtens 2014**

Online Data results: Injuries

More in

<http://www.fpi-publikation.de/supervision/alle-ausgaben/03-2014-ehrhardt-j-petzold-h-wenn-supervisionen-schaden-explorative-untersuchungen-im.html>

Petzold, Ehrhardt
3/2014

FPI Publikationen

Supervision

Frequency

Damages are in more than 50 % „often“ to „permanent“

Severity:

Damages are in 49 % „substantial „ to „severe“

Produce

Depression, Change of work

Feedback

Only 8 % are able to communicate the damage with the supervisor

Consequences of Risks and unwanted effects

★ **For individuals:** no help with their working situation

(repeatedly) emotional damages ,

★ **For the team:** De-solidarization with the team-mates

Prolonged Conflicts with the management

For the Organisation: loss of time and money



Conclusions

For supervisors

- ★ You cannot avoid risks in dealing with people
- ★ It is impossible not to make mistakes
- ★ So reflect them – best with other supervisors!

For the supervision-training courses:

- ★ Select your students well
- ★ Personal training and self experience is important
- ★ Include data like this in your supervision-Training and discuss them

For the scientific community:

Take a look at the darkfield and provide data for evaluation and critical self-reflection





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Thank you for your
attention

