

Behaviors, Qualities, and Characteristics of Effective Supervisors

Effective Supervisory Behaviors

- Clarifies expectations and style of supervision
- Maintains consistent and appropriate boundaries
- Has knowledge of theory and current research
- Teaches practical skills
- Teaches case conceptualization
- Provides frequently scheduled supervision
- Is accessible and available
- Encourages the exploration of new ideas and techniques
- Fosters autonomy
- Models appropriate ethical behavior
- Has a personalized therapeutic style
- Is personally and professionally mature
- Is willing to serve as a model
- Perceives growth as an ongoing process
- Is able to assess learning needs of the supervisee
- Provides constructive criticism and positive reinforcement
- Is invested in the supervisee's development
- Creates a relaxed learning environment
- Cares about well being of others
- Has the ability to be present and immediate
- Has an awareness of personal power
- Has the courage to expose vulnerabilities, make mistakes, and take risks
- Is nonauthoritarian and nonthreatening
- Accepts and celebrates diversity
- Has the ability to communicate effectively
- Is willing to engage in fantasy and imagination
- Is aware of and accepts own limitations and strengths
- Is willing to negotiate
- Works collaboratively

Personal Qualities and Characteristics

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| • Sense of humor | • Credible | • Genuine |
| • Integrity | • Considerate | • Curious |
| • People oriented | • Respectful | • Intelligent |
| • Trustworthy | • Understanding | • Warm |
| • Honest | • Sensitive | • Supportive |
| • Tenacious | • Objective | • Tolerant |
| • Open and flexible | • Congruent | • Encouraging |
| • Competent | • Tactful | • Available |