

### The Integrated Developmental Model for Supervision (Stoltenberg, Mc Neill, & Delworth, 1998)

	Level 1		Level 2		Level 3	Level 3i (Integrated)
<b>Motivation</b>	<ul style="list-style-type: none"> <li>• Skill acquisition is focus.</li> <li>• Very high motivation and high anxiety</li> </ul>		<ul style="list-style-type: none"> <li>• Motivation wavers.</li> <li>• Increased complexity results in shaken confidence</li> </ul>		<ul style="list-style-type: none"> <li>• Stable motivation</li> <li>• Doubts are still present but not disabling.</li> <li>• Professional identity becomes important.</li> </ul>	<ul style="list-style-type: none"> <li>• Strives for stable motivation across all domains.</li> </ul>
<b>Autonomy</b>	<ul style="list-style-type: none"> <li>• Needs high structure with minimal challenge</li> <li>• Dependent on supervisor</li> </ul>		<ul style="list-style-type: none"> <li>• Dependency-autonomy conflict.</li> <li>• Can be quite assertive and begins to follow his/her own agenda.</li> <li>• Functions more independently and may only want requested specific help. Other times can be evasive and dependent</li> </ul>		<ul style="list-style-type: none"> <li>• Increased self-efficacy.</li> <li>• Is more clear about when to actively seek supervision and consultation.</li> <li>• Knows his or her limitations.</li> <li>• Retains responsibility.</li> </ul>	<ul style="list-style-type: none"> <li>• Moves conceptually and behaviorally across all domains.</li> <li>• Solid coherent professional identity.</li> </ul>
<b>Awareness</b>	<ul style="list-style-type: none"> <li>• Limited self awareness</li> <li>• Very high self focus with high anxiety about grades and strengths.</li> </ul>		<ul style="list-style-type: none"> <li>• Focus is now more on the client.</li> <li>• Greater understanding of client's issues and worldview becomes evident.</li> <li>• May be enmeshed or confused and lose effectiveness</li> <li>• Balance is an issue</li> </ul>		<ul style="list-style-type: none"> <li>• Accepts own strengths and weaknesses.</li> <li>• Has high empathy and understanding.</li> <li>• Focuses on client, processes and self.</li> <li>• Uses self as a therapeutic tool in sessions</li> </ul>	<ul style="list-style-type: none"> <li>• Personal understanding across relevant domains.</li> <li>• Monitors impact of personal and professional life.</li> <li>• More accepting of own self.</li> <li>• Empathic with clients but also is able to pull back and look at own reactions to client issues and responses.</li> </ul>

	<b>Level 1</b>		<b>Level 2</b>		<b>Level 3</b>	<b>Level 3i (Integrated)</b>
<b>Other Characteristics</b>	<ul style="list-style-type: none"> <li>Limited to directly relevant experiences.</li> <li>Limited knowledge regarding theories and techniques</li> <li>Considerable confusion and anxiety</li> </ul>		<ul style="list-style-type: none"> <li>Resolution of Level 1 issues.</li> <li>Develops more empathy regarding the client because of less anxiety about own performance.</li> </ul>		<ul style="list-style-type: none"> <li>Resolution of Level 2 issues.</li> <li>Feels secure in own personal identity and in professional identity.</li> <li>Strives for and establishes a balance between personal and professional lives</li> </ul>	Same only more developed as Level 3
<b>Focus</b>	<ul style="list-style-type: none"> <li>The high focus on techniques and skill development leaves little capacity for seeing issues from the client's perspective or of being in touch with one's own issues or affective processes.</li> </ul>		<ul style="list-style-type: none"> <li>Begins to see and focus on the issues of transference and counter-transference and may get confused and overwhelmed.</li> <li>Might need a referral for personal counseling at this point if not already engaged in such.</li> </ul>		<ul style="list-style-type: none"> <li>Focuses on his or her personal approach.</li> <li>Notion of an independent practice is a realization.</li> </ul>	<ul style="list-style-type: none"> <li>The qualities of a Master Therapist may become evident.</li> <li>Other professionals begin requesting consultation and supervision time.</li> </ul>
<b>Feedback</b>					<ul style="list-style-type: none"> <li>More collegial supervision at this point..</li> </ul>	<ul style="list-style-type: none"> <li>More collegial supervision as needed at this point.</li> <li>Clinical Supervision of supervision is most appropriate as well.</li> </ul>

