

The Mentoring Models of Clinical Supervision: New Challenges And Developments

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OVERVIEW

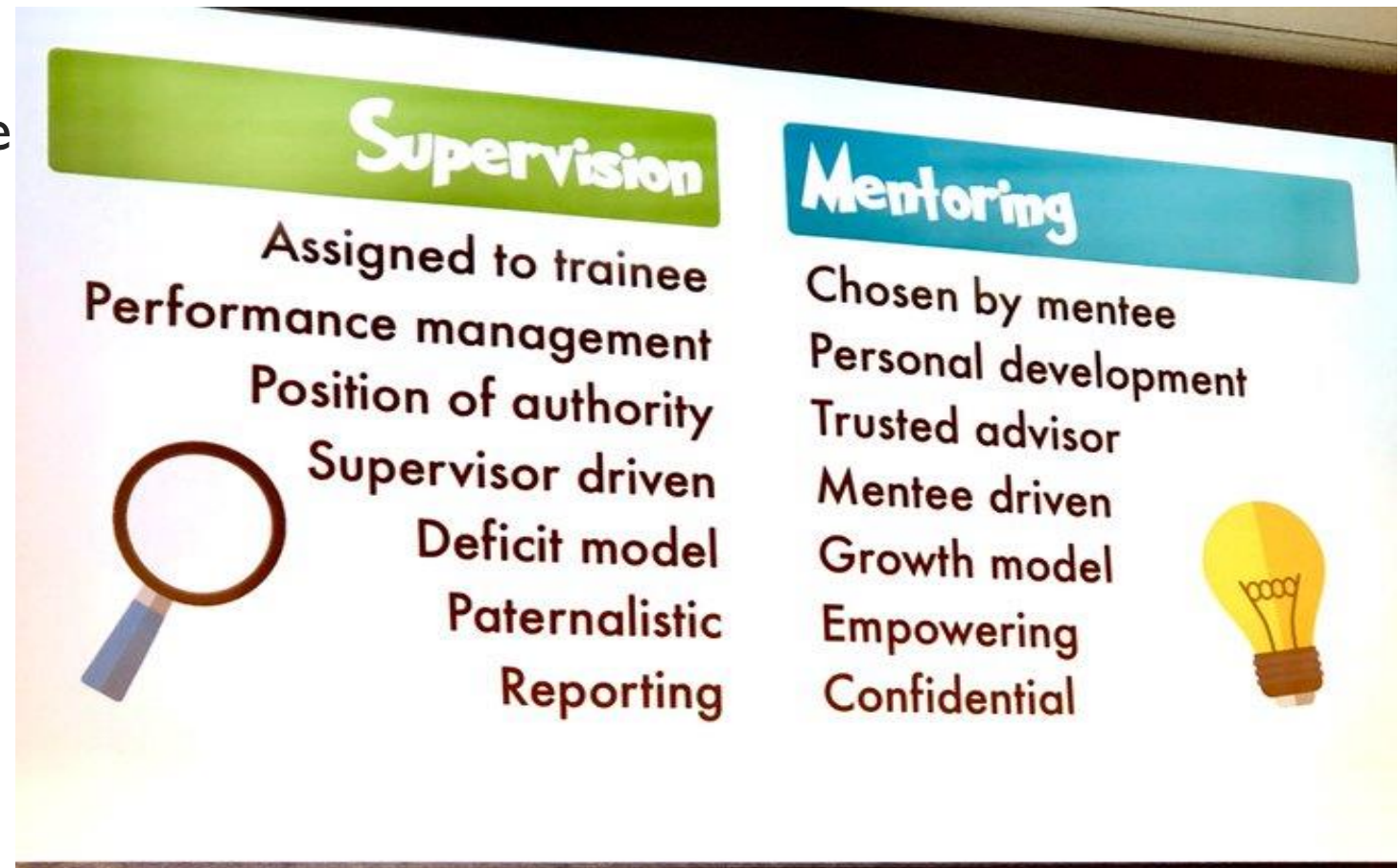
- 1. What is the difference between clinical supervision and mentoring?**
- 2. What is the servant leadership model of mentoring?**
- 3. What are some of the challenges of mentoring?**
- 4. What are some of the new developments in clinical supervision?**
- 5. Conclusions**

I. WHAT IS THE DIFFERENCE BETWEEN CLINICAL SUPERVISION AND MENTORING?



THERE ARE ALREADY DIFFERENT MODELS OF SUPERVISION

- Dr Melanie Rule on mentoring in medicine



THE COACHING MODEL OF SUPERVISION

- From Wrycza (2015)



2. WHAT IS THE SERVANT LEADERSHIP MODEL OF MENTORING?

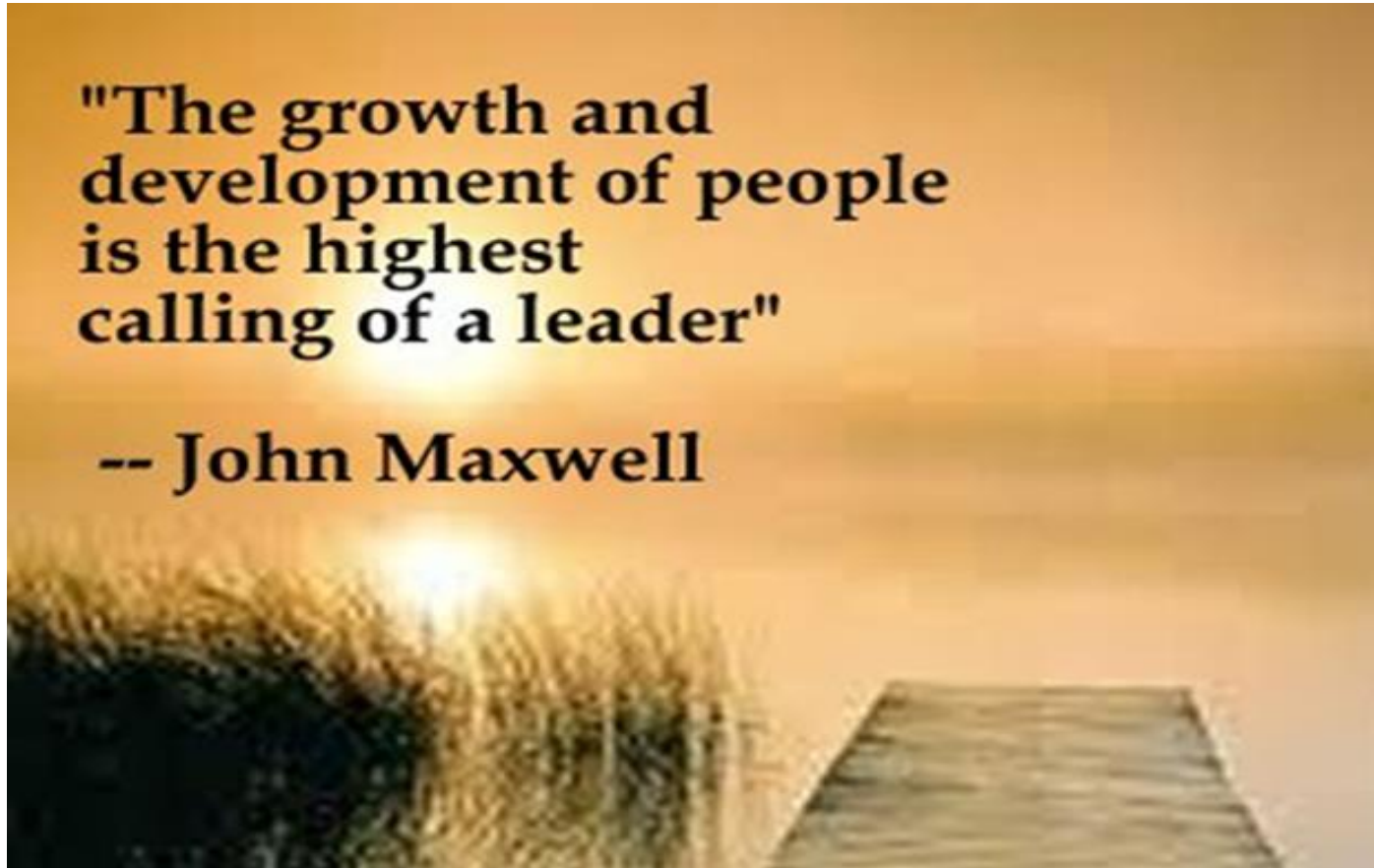
- From SanArte Healing Cultura Clinic (2017)



A PROMINENT VOICE IN SERVANT LEADERSHIP

**"The growth and
development of people
is the highest
calling of a leader"**

-- John Maxwell



THE CALLING OF A SERVANT LEADER

According to Witt (2019), the five most prominent servant leadership characteristics are:

1. Valuing People: Servant leaders value people for who they are. They are committed to people, particularly their followers.
2. Servant leaders do not promote themselves; they put other people first.
3. Servant leaders listen receptively and nonjudgmentally.
4. Servant leaders are trusted because they are authentic and dependable.
5. Servant leaders have people and purpose in their hearts. They display kindness and concern for others. Servant leaders truly care for the people they serve.

PAUL WONG'S SELF-TRANSCENDENCE MODEL OF SERVANT LEADERSHIP AND GOOD WORK

- The self-transcendence model focuses on rising above and integrating the bright and dark sides of self and others as two sides of the same coin.
- Without accepting this basic premises, it is difficult to practice servant leadership.

PAUL WONG'S SELF-TRANSCENDENCE MODEL OF SERVANT LEADERSHIP AND GOOD WORK

Based on a large sample (more than one thousand subjects), Wong and Page (2003) identified seven factors in their Servant Leadership Profile – Revised (SLP-R):

- Factor 1: Empowering and developing others
- Factor 2: Power and pride
- Factor 3: Serving others
- Factor 4: Open, participatory leadership
- Factor 5: Inspiring leadership
- Factor 6: Visionary leadership
- Factor 7: Courageous leadership (Integrity and authenticity)

3. WHAT ARE SOME OF THE CHALLENGES OF MENTORING?

- From Manatee Mentor
- (2021)

THE MANATEE MENTOR MANIFESTO

1. Mentors know that core values matter
2. Mentors know that diversity is key to creativity, and creativity is key to problem-solving
3. Mentor is not a job title, it's a personal calling
4. Everybody can be a mentor
5. Mentoring is about servant leadership
6. The four frames of mentoring



The Expert



The Counselor



The Strategist



The Hero

THE CHINESE CONCEPTION OF MENTORSHIP

- Traditionally, Chinese people pay the same respect to their teachers as their father. For example, Shifu (师傅 or 师父) is a Chinese title meaning "skilled person" or "master" in Chinese martial arts.



THE FIRST CHALLENGE

- The first challenge is that a mentor must have more competencies than a mentee

“A Student Is Not
Above His Teacher, Nor
A Servant Above His
Master.

Matthew 10-24

BibleWordings.com

A MENTOR MUST BE ABLE TO DEMONSTRATE HER SKILLS

- Self-proclaimed Tai Chi master Yan Fang demonstrates how she can easily push a follower away using qigong. (Photo from [Deposit Photos](#))



CROSS-CULTURAL COMPETENCIES

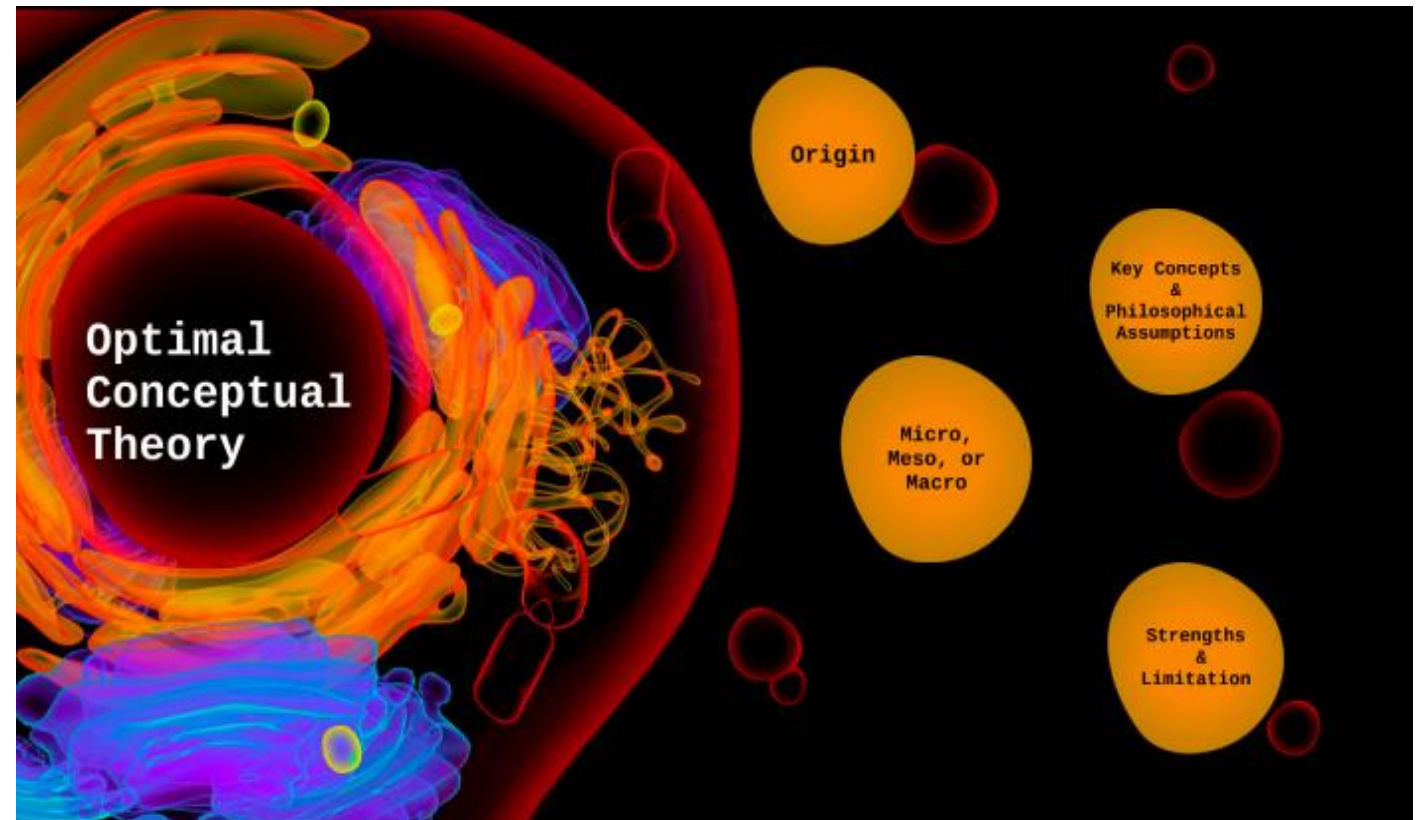
- A mentor must have cross-cultural competencies as illustrated by Table I in Wong and Wong (1999).

Table I
Contrast Between Multicultural Counseling and Multicultural Supervision.

Multicultural Counseling	Multicultural Supervision
Needs to be aware of client's worldview.	Needs to be aware of client's and supervisee's worldviews.
Needs culturally appropriate counseling skills.	Needs culturally appropriate counseling and supervision skills.
Racial/cultural differences affect the relationship between counselor and client.	Racial/cultural differences affect both counselor-client and supervisor-counselor relationships.
Cultural biases may harm client.	Cultural biases may harm client and supervisee.
Involves conflicts of cultural assumptions and values.	Involves conflicts of cultural assumptions and values plus conflicts of theoretical orientations and counseling approaches.

4. WHAT ARE SOME OF THE NEW DEVELOPMENTS IN CLINICAL SUPERVISION?

- The new development of optimal conceptual theory of black counselling psychology against racism and injustice (Pieterse, 2024).
- Learn how to decrease microaggressions in counselling and supervision (Ebubedike et al., 2024)



5. CONCLUSIONS

- In our paper on “What Helps and What Hinders in Cross-Cultural Clinical Supervision: A Critical Incident Study” (2013), the most important factor for helpful supervision is the personal attributes of the supervisor.
- In our course on “The Safe and Effective Use of Self in Psychotherapy” for psychotherapists, the conclusion is the same.
- Therefore, we emphasize that the most important, but the least understood, process of effective cross-cultural supervision is supervision by **osmosis**.

SUPERVISION BY OSMOSIS

- Osmosis: “defined here as the gradual and/or unconscious assimilation of supervisory characteristics and skills.” (Balon et al., 2021)
- Thus, effective supervision depends on the quality of the supervisor as a person in terms of character, attitude, kindness, empathy, and fairness.
- It is important for us to engage in self-reflection and self-cultivation to become a decent human being.

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