

Supervision Issues

- The supervisee who causes you the most problems is likely to have a personality disorder or personality traits that are severely maladaptive.
- In order to supervise this person, you have to be able to recognize him or her as a personality disordered person and respond appropriately. The purpose of this presentation is to help you do just that.

Supervision Issues

- First, we will discuss the concepts of personality and personality disorders.
- Second, we will discuss the specific personality style of the difficult supervisee.
- Third, we will discuss the ways you can respond to and manage this type of supervisee

Definition of Personality

- Personality is a fixed way of perceiving, thinking, feeling and relating. The graph below is a good representation of this definition.



Personality Disorders

- When a person's subroutines of perceiving, thinking, and feeling result in healthy relationships, we would say that the person has a healthy personality.
- When a person's subroutines of perceiving thinking, and feeling result in unhealthy relationships, we would say that person has a personality disorder.
- In the DSM-IV-TR there are ten personality disorders, or there are only ten ways that the personality can be unhealthy.

Personality Disorders

Cluster A	Cluster B	Cluster C
• Paranoid	• Antisocial	• Avoidant
• Schizoid	• Narcissistic	• Dependent
• Schizotypal	• Borderline	• Obsessive Compulsive
	• Histrionic	

Personality Disorders

- **Paranoid** – They listen to what they think you mean, not what you say.
- **Schizoid** – They are hermits.
- **Schizotypal** – Hermits with delusions and hallucinations
- **Antisocial** – Selfish and thrill-seeking
- **Narcissistic** – Uses others to reflect back how great they are; punishes those who do not feed the grandiosity.
- **Borderline** – People who feel empty and rage at others for not filling them
- **Histrionic** – Superficial and attention seeking
- **Avoidant** – Avoids based upon anticipation of rejection; "you can't fire me, I quit."
- **Dependent** – Lacks self-locomotion
- **Obsessive-Compulsive** – Joyless dictator of the details

Specific Behaviors of the Difficult Supervisee

- The three personality types that you will have most difficulty with are the Antisocial, Narcissistic and Borderline.
- You will recall this presentation also focuses on the psychopath. The psychopath is probably the most difficult of all offenders to supervise because the psychopath is actually a combination of two personality disorders in their most severe form: Antisocial and Narcissistic.
- First, we want to take a look inside the personality functioning of these three difficult personality types, so you can see how their life mission makes your life difficult.

Specific Behaviors of the Difficult Supervisee

Personality Style	Life Mission
Antisocial	Burger King – I want things my way and right away. When I don't get things my way I will just take what I want and leave.
Narcissistic	Mirror, Mirror on the Wall – You better reflect back to me how great I am. If you don't, I will harm you. For every harm you cause me, I will cause you harm sevenfold.
Borderline	Misery Loves Company – My life stinks because you abandoned me and now your life is going to stink – at least we will be together – in pain.
Psychopath	The Disposal – I will consume you. I will chew up and spit you out. When I am done, I will throw your worthless carcass on the lawn for everyone to see.

Specific Behaviors of the Difficult Supervisee

- One way you can minimize the effects of your supervisee's life mission on you is to recognize when you have been targeted. You are a target of the supervisee's life mission when your supervisee begins using his or her unhealthy personality traits in the relationship with you. There are two types of actions that you have to watch out for: set up and knock down.
- **Set-up** – The set-up is basically grooming behavior. The supervisee tries to win you over and set-up a special relationship; one in which the supervisee gets special treatment.
- **Knock-Down** – When you don't have that special relationship with the supervisee, he or she must make you pay; the supervisee will attack you.

Specific Behaviors of the Difficult Supervisee

<p>Set-up Behaviors</p>	<ul style="list-style-type: none"> • Praise – The supervisee offers extreme or unsolicited praise, e.g., “You are the best probation/parole officer.” • Personalization – The supervisee asks personal questions or requests personal input, e.g., “What would you do in this situation?” “Have you ever done drugs? It would help me to know.” • Polarization – The supervisee makes extreme statements about others that force you to join his side, e.g., “That therapist is always letting other offenders get away with rule violations. I don’t feel safe in that group.”
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Specific Behaviors of the Difficult Supervisee

<p>Knock-Down Behaviors</p>	<ul style="list-style-type: none"> • Criticism – The supervisee describes you in terms that actually describe himself or herself, e.g., “You are so unreliable. You never do what you say. I can’t trust you.” • Contempt – The supervisee’s main feeling about you is disgust, e.g., “All right, Mary, let’s get started. The sooner we start, the sooner it is over.” • Counterattack – The supervisee plays jailhouse lawyer and argues about little, mostly irrelevant points. You spend most of your time with him or her talking about rules, e.g., “My rules say don’t go to child safety zones. The rules don’t say anything about my sister’s house. My sister is not a McDonald’s playscape.”
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Specific Behaviors of the Difficult Supervisee

- The Set-up and Knock-Down Behaviors can occur between you and your supervisee. They can also occur when you are dealing with your supervisee and another person, e.g., supervisee’s spouse, supervisee’s parents, treatment provider, your coworkers, your supervisor, etc.
- For those who have worked in the substance abuse field and domestic violence field, you might be familiar with a scheme that is often used to describe codependent or enabling relationships. This schema is also a good way to describe how the difficult supervisee will muck up your working relationship with others.



Specific Behaviors of the Difficult Supervisee

- **Victim** – The role that the supervisee is likely to try to play is the victim role. The victim role has a strong pull for a rescue response; if you see your supervisee as victimized, you will try to rescue him or her – from the aggressor.
- **Rescue** – This is the most comfortable role for a healthy person. You want to feel like you are good and that you are doing good for others. However, when you are on this triangle, you can't do any good. You are fooling yourself if you think a rescue response will be helpful. In order for you to rescue the supervisee, you must excuse the supervisee from his or her obligations and attack the aggressor.
- **Aggressor** – This is the bad guy on the triangle. If you have been manipulated to feel like the aggressor, you will feel like you have done something mean and wrong. If you are the rescuer, you will view the other person (e.g., the therapist) as the aggressor who is mean and wrong.

Warning Signs that You are in Set-Up or Knock-Down

This Can Happen between You and Your Supervisee	This Can Happen When You and Your Supervisee Must Deal with Others
<ul style="list-style-type: none"> • Praise • Personalization • Polarization • Criticize • Contempt • Counterattack 	<ul style="list-style-type: none"> • Rescuer Role • Aggressor Role • Victim Role

Warning Signs that You are in Set-Up or Knock-Down

	Signs that You Have Been Set-up or Knocked-Down
When you are alone	<ul style="list-style-type: none">• You have extremely negative thoughts about your supervisee• You have extremely positive thoughts about your supervisee• You spend a lot of time thinking about your supervisee• You want to show your supervisee whose boss• You want to let your supervisee know you care

Warning Signs that You are in Set-Up or Knock-Down

When you are face to face with the supervisee	<ul style="list-style-type: none">• You don't confront/ You confront too much• You talk about your personal life
	<ul style="list-style-type: none">• You keep secrets with the supervisee• You bad mouth others, e.g., therapist, Department, etc

Warning Signs that You are in Set-Up or Knock-Down

When you are dealing with others who are also dealing with the supervisee, e.g., therapists	<ul style="list-style-type: none">• You attack others who you think have harmed the supervisee• You attack others who you think have rescued the supervisee
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Keys to Happiness and Success

- 1. Don't Accept Praise** – When your supervisee praises you, don't accept it. You need to get your praise from yourself, your coworkers, your supervisor, your family, and your friends.
- 2. Don't Reveal Your Personal Life** – Don't decorate your office with personal items (e.g. pictures). Don't discuss personal matters with your supervisee. When your supervisee asks personal questions, politely tell him or her, "We can be friendly but I will never be your friend."
- 3. Watch Out for Polarizing Statements** – When your supervisee says something that creates a strong emotional response in you, don't respond. Think about it. Wait until the supervisee is gone and then respond, e.g., try to find out if the polarizing statement is accurate.
- 4. Welcome Criticism** – If your supervisee is criticizing you, you probably did not fall for a set-up. Pat yourself on the back. Then, retrace your steps and figure out how your supervisee was trying to do the set-up.

Keys to Happiness and Success

- 5. Contempt** – When your supervisee shows contempt, don't try to make it better, pull rank. Let him or her know that you view contempt as a sign that his or her life is out of control. Start discussing various aspects of his or her life that might be out of control. Talk with others who are involved in the supervisee's life. Try to find out what is going on.
- 6. Counterattack** – When your supervisee attacks you, remember the guidelines in #4 and #5 but set limits. Do not allow a client to attack you without confronting the client.
- 7. Never Rescue** - Let the supervisee face the consequences of his or her actions. If you intervene on behalf of your supervisee with another professional, make sure you are dealing with a problem and not just rescuing.
- 8. Don't Use Aggression** – Do not use your power for revenge.

Keys to Happiness and Success

- 9. Don't Be a Victim** – Don't pretend that you don't have power.
- 10. Seek Consultation** – If you see that you are in a Set-up or Knock-Down, or someone else points it out to you, be open to the feedback. Seek the help of someone you know and trust.
- 11. Seek Mediation** – If your working relationship with the supervisee and another professional is "going down the tubes" seek a meeting with the other professional and a trusted consultant. Leave the supervisee out of this relationship.
