



# At the Intersections: Equity, Culture, Inclusion and Effective Supervisory Practice

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Session 1

# Welcome

*...relishing the thin spiral of possibility...*

Carol Shields



# Self-awareness and an Invitation to Self-care

“In the thick of this work we often forget about our own needs until they are so big we can no longer meet them in simple ways”

Shery Mead



# Group Agreement

- ✧ Be open
- ✧ Offer respect
- ✧ Listen to each other
- ✧ One diva, one mic
- ✧ Make no assumptions
- ✧ Commit to learning
- ✧ Create space for our differences
- ✧ Navigate the discomfort
- ✧ Remember we are survivors in this room
- ✧ Use your power for “good”

# Experience Shapes Us: How We Are, Think, and Engage



# Supervision: The Scaffolding for the Relationships We Have in Our Work





What did you learn from the best supervisory experience you ever had?

Supervision is a reliable relationship for support, learning and growth. It is not parenting, it is not therapy and it is not authoritarian.

Cave and Johnan, 2014



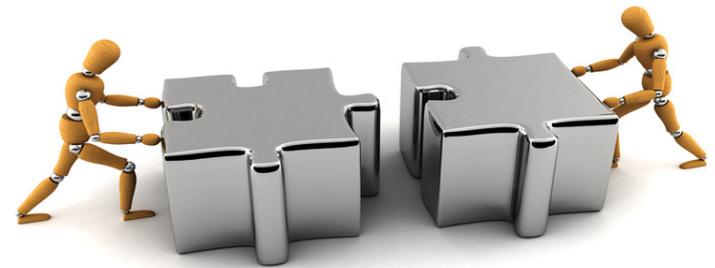
# Functions of Supervision

Alfred Kadushin

## What % of time do you spend?



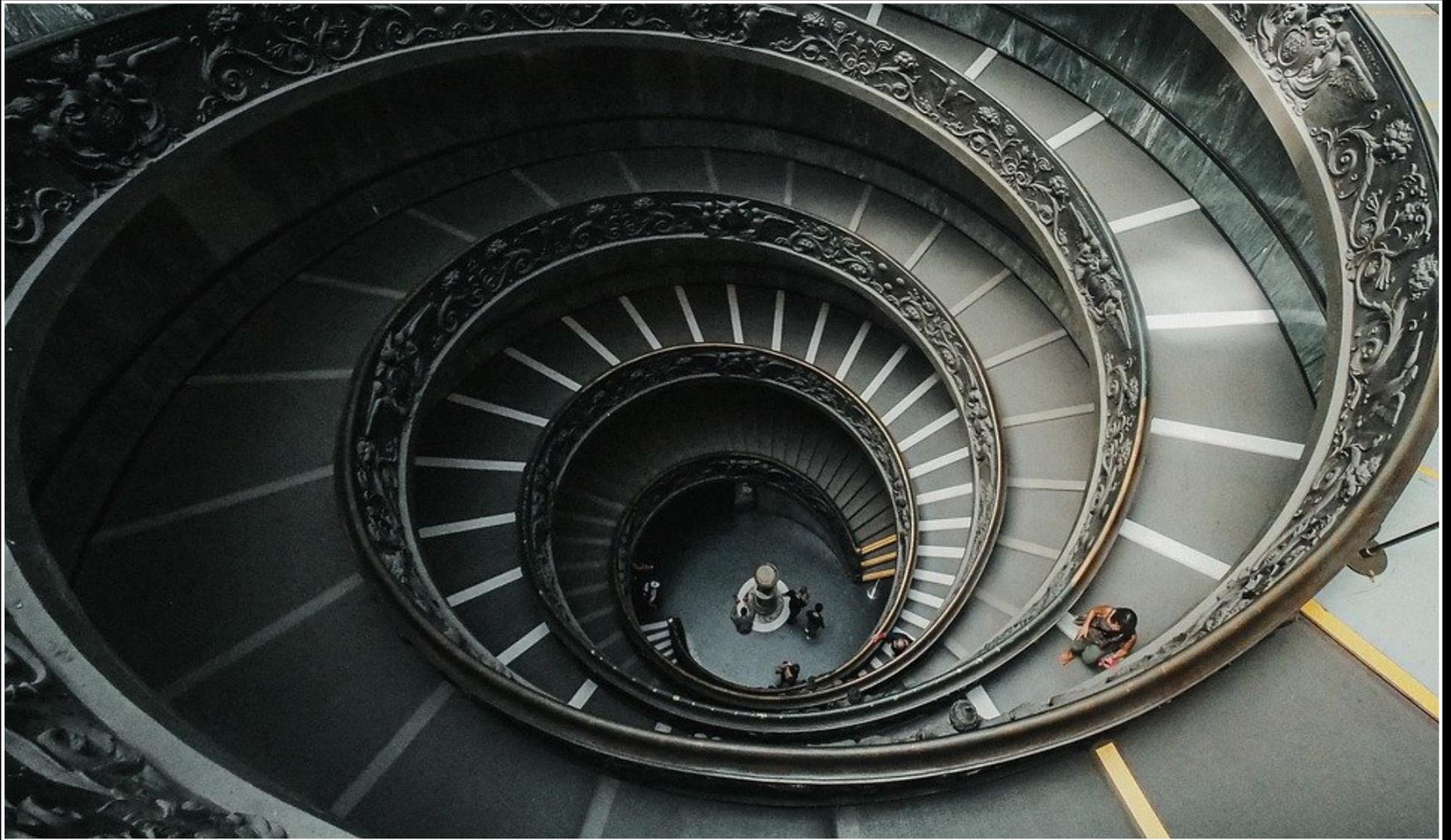
Educative



Supportive



Administrative



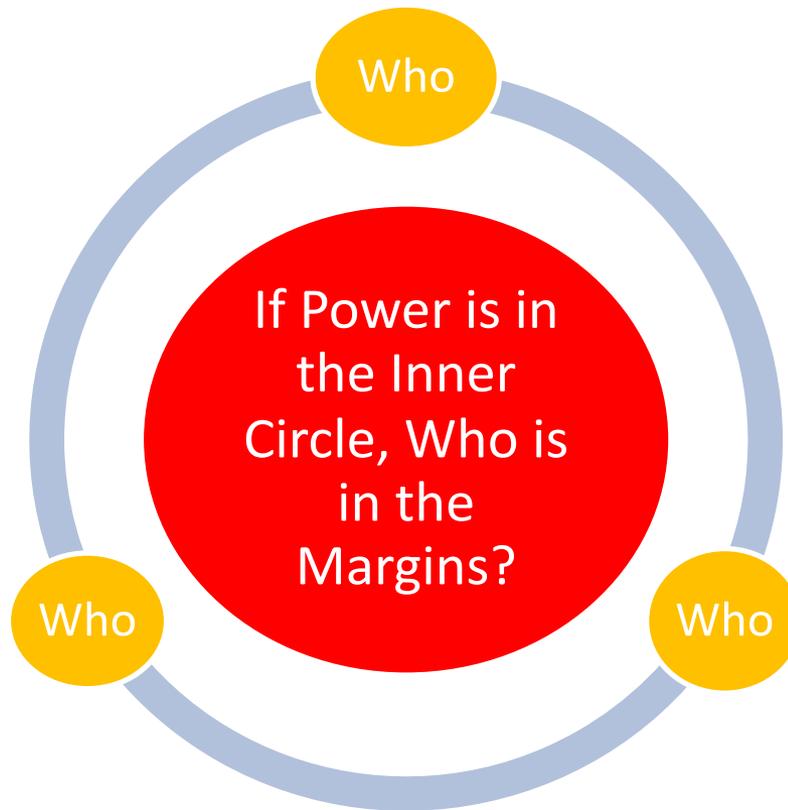
What gets in the way of our intentions?

# Experience Can Impact Connection



Cave, 2014

# Organizational Behaviors: Assumptions of Privilege



Who is included or excluded?

Who makes decisions?

What are the messages?

Who is judged?

**Worthy?**

**Innocent?**

**Complicit?**

**Capable?**

Lack of cultural centeredness, responsiveness, and humility in our organizations can be traumatizing.

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# Trauma-Informed Supervision

The goals of trauma-informed supervisory practice are to increase self-awareness, teach skills, offer motivation, navigate challenges, and support resilience while addressing trauma as it arises in the work - avoiding both retraumatization and revictimization.



# How Do We Counter the Legacy of Lifetime Trauma Through the Quality of Our Supervisory Relationships?



- ✧ Real Choice
- ✧ Experiencing Respect and Authenticity
- ✧ Cultural Resonance
- ✧ Shared Responsibility
- ✧ Empathy
- ✧ Being Heard
- ✧ Trustworthiness

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**BORN**

**EARLY YEARS**  
From our caregivers  
Misinformation, Bias  
Stereotyping  
**It's about protection**

**SOCIALIZATION**

**CYCLE STRENGTHENED BY**  
People, systems, and  
institutions; from those we  
see as important:

- Family
- Neighbors
- School
- Media
- Authority Figures
- Places of Worship

**It's about belonging**

**Collusion with  
Dominant  
Culture Beliefs  
and Processes**

**CYCLE CONTINUES**

**TAKE A STAND**

**WE JOIN**  
We view the misinformation  
as truth  
Difference = Wrong or  
Abnormal  
**It's about maintaining  
the status quo**

**INTERNALIZATION**



# Bias Impacts Our Work

We see people as  
we want and need  
to see them, rather  
than how they want  
to be seen.

# Name a Supervisory Challenge



# Preferred View

Lund and Eron



# Preferred View has to do with:

- ✧ How people would like to see themselves and their behavior and how they would like to be seen by others.
- ✧ The *qualities* people want to have and to have noticed by others. For example, many advocates see themselves as “effective” or “supportive”.
- ✧ The *attributions* people make about their behavior. “I seem to be able to understand and empathize with others”.
- ✧ A person’s preferences, hopes and intentions.

# Attributes

- ☆ Independent
- ☆ Tough
- ☆ Sensitive
- ☆ Caring
- ☆ Clever
- ☆ Powerful
- ☆ Determined
- ☆ Conscientious
- ☆ Protective
- ☆ Trustworthy
- ☆ Responsible
- ☆ Kind
- ☆ Disciplined
- ☆ Honest
- ☆ Observant
- ☆ Sincere

- ☆ Smart
- ☆ A leader
- ☆ Flexible
- ☆ Attractive
- ☆ Popular
- ☆ In control
- ☆ Capable
- ☆ Competent
- ☆ Resilient
- ☆ Hard working
- ☆ Athletic
- ☆ Loyal
- ☆ Honest
- ☆ Good
- ☆ Patient
- ☆ Other \_\_\_\_\_

- ☆ Decisive
- ☆ Thoughtful
- ☆ Ambitious
- ☆ Successful
- ☆ Resourceful
- ☆ Nurturing
- ☆ Helpful
- ☆ Cool
- ☆ Motivated
- ☆ Organized
- ☆ Professional
- ☆ Cooperative
- ☆ Courageous
- ☆ Able to work alone
- ☆ Diplomatic
- ☆ Open minded
- ☆ Persistent

# At Their Best

People are at their best, feeling their best, when they view their own behavior, see themselves and think that others see them in ways that align with their own preferred view.

People experience negative and unsettling emotions such as frustration, disappointment, sadness and anxiety when they are not acting as they would like and when they think that they are being seen by others in ways that clash with how they prefer to be seen.

People's lives include times when they act in line with their own preferences, and times when they do not. For many a "gap" develops. The wider the "gap" the greater the distress.

# Problem Chorus

- ✧ A Problem Chorus develops when people begin to believe that the perceived behavior represents who the person is and label the person that way. (She is not a team player)
- ✧ Usually begins with one person who talks negatively about the person.
- ✧ Problem Chorus members seek new members.
- ✧ Have a hard time seeing behaviors that may line up with the person's Preferred View.
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# Considering Preferred View

- 1, How does bias shape this experience for staff in the workplace?
2. What can be done differently?



# Preparing for Collaborative Supervision

- ✧ Be Transparent
- ✧ Remember, supervision is “done with” not “done to”
- ✧ Provide orientation to supervisory strategies for everyone
- ✧ Model
- ✧ Be open
- ✧ Be equitable and consistent
- ✧ Stay curious
- ✧ Listen, honor, and respect

# Accountability for Collaborative Supervision

Be Transparent about preparation for supervision and what you expect

- Be ready to share experiences
- Be ready to hear other's perspectives
- Come with at least one idea for a solution
- Be ready for feedback (everyone)
- Collaborate

Are there ways you have worked to be more inclusive and share power in your organization?





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End Session 1