

**TABLE 3.1** How to Be a Lousy Supervisor: Lessons from the Research

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From Worthen and McNeill (1996)

1. Don't establish a strong supervisory alliance with your supervisee.
2. Don't reveal any of your own shortcomings to your supervisee.
3. Don't provide a sense of safety so that your supervisee can reveal his or her doubts and fears about competency.

From Kozlowska, Nunn, and Cousins (1997)

4. Place the importance of service delivery above your supervisee's educational needs.
5. Ignore your supervisee's need for emotional support in a new and challenging context.

From Wulf and Nelson (2000)

6. Involve your supervisee in the conflicted dynamics among professional staff in your setting.
7. Don't support your supervisee's strengths; point out weaknesses only.
8. Don't take an interest in your supervisee's interests.
9. Talk mostly about your own cases in supervision.

From Nelson and Friedlander (2001)

10. Don't conduct a role induction process with your supervisee that involves being explicit about his or her and your own expectations about how supervision will proceed.
  11. Allow yourself to feel threatened by your supervisee's competencies.
  12. Retaliate against your supervisee for being more competent than you are in one or more areas or more mature than you are chronologically.
  13. Insist that your supervisee work from the same theoretical orientation that you do.
  14. Demand that your supervisee "act like a student rather than a colleague."
  15. Criticize your supervisee in front of his or her peers.
  16. Deny responsibility for interpersonal conflicts that arise between you and your supervisee.
  17. If you sense the presence of conflict in the relationship, don't bring it up.
  18. If your relationship with your supervisee becomes difficult, don't consult with someone else about it. It might reveal your lack of competence.
  19. Treat your supervisee as a confidante. Use her or him as your counselor.
  20. Be sexist, ageist, multiculturally incompetent, and the like.
  21. Don't take your supervisee's expressed concerns about any of the above issues seriously.
  22. Reveal intimate details about your own sexual experiences to your supervisee.
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Source: From table based on a paper, *How to Be a Lousy Supervisor: Lessons from the Research*, by M. L. Nelson, October, 2002, presented at the convention of the Association for Counselor Education and Supervision. Park City, UT.

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