

Table 1 Internal Clinical Supervision via Line Management Structure

Benefits of Internal CS via Line Mgmt.	Challenges of Internal CS via Line Mgmt.
<ul style="list-style-type: none"> • Cost and resource effective for the organization • Line Manager has comprehensive overview of supervisee’s work performance and job requirements • Line Manager has knowledge of the organisation’s culture, constraints and expectations • Compared to external supervision, there is greater opportunity for establishing and monitoring consistency in treatment modalities and other service delivery standards across the organisation • Can work well when there is a positive relationship between supervisee and manager • Easier accountability processes than with external supervisors • Benefits for agencies and clients (Tromski, 2000; cited in Tromski-Klingshirn 2006, p. 60): <ul style="list-style-type: none"> • qualities of a good supervisor being used effectively in both roles; • consistency & convenience; • broader perspective brought to supervision; • supervisee may receive additional professional opportunities, support and knowledge; • closer relationship between supervisor and supervisee; • administrative supervisor gets better sense of clinical issues and supervisee’s cases by experiencing first-hand the supervisee’s work 	<ul style="list-style-type: none"> • Supervisees may find it difficult to reveal their areas of ignorance, their vulnerabilities, and their mistakes and fears with the person who manages them professionally, evaluates their overall performance and influences their fate within the organisation • Supervisors hold “double power” (by virtue of their hierarchical power as line manager as well as their positional power as clinical supervisor) • If the supervisor and supervisee have a difficult or conflictual relationship in a managerial context, this arrangement leaves the supervisee at risk of shutting down and engaging defensively in clinical supervision • Does not offer the opportunity for a fresh outsider perspective, which could be provided by a supervisor outside one’s own clinical team, or outside the organisation

References for this section: The Bouverie Centre (Ryan, Wills et al., 2009); Tromski-Klingshirn (2006).