## CONTENTS

	List of Figures and Tables	ix
	About the Authors	xi
	Acknowledgments	XV
	Preface	xvii
PAl	RTI	
Th	eoretical and Empirical Foundations for the Study	
of I	Practitioner Development	1
1	Perspectives on Practitioners' Professional Development	3
2	Models and Conceptions of Learning, Expertise, and Decision	
	Making	27
2	Challe What Paul	
3	Cultural Discourses of Helping: Perspectives on What People Bring with Them when They Start Training in Therapy and	
	Counseling	37
	ODDBJØRG SKJÆR ULVIK AND MICHAEL HELGE RØNNESTAD	
	RTII	52
A (	Qualitative Study of Therapist and Counselor Development	53
4	The Novice Student Phase	55
5	The Advanced Student Phase	71
		,
6	The Novice Professional Phase	83
7	The Experienced Professional Phase	98
8	The Senior Professional Phase	121

## **CONTENTS**

9	Themes of Therapists' Professional Development	145
10	A Cyclical/Trajectories Model of Therapists' Professional Development and Stagnation	160
11	A Developmentally Sensitive Approach to Supervision	176
	RT III panding Views	211
12	Master Therapists: Explorations of Expertise LEN JENNINGS, THOMAS M. SKOVHOLT, MICHAEL GOH, AND FENGQIN LIAN	213
13	Therapist Professional Resilience THOMAS M. SKOVHOLT AND MICHELLE TROTTER-MATHISON	247
14	Positive and Negative Cycles of Practitioner Development: Evidence, Concepts, and Implications from a Collaborative Quantitative Study of Psychotherapists DAVID E. ORLINSKY AND MICHAEL HELGE RØNNESTAD	265
	RT IV pendices	291
A	Research Methodology and Sample for Skovholt and Rønnestad (1992/1995) The Evolving Professional Self: Stages and Themes in Therapist and Counselor Development	293
В	Themes in Interviews with Three Senior Informants	313
	References Index	330 361

## LIST OF FIGURES AND TABLES

**Figures** 65 The Conceptual Funnel A cyclical/trajectories model of practitioner development 10.1 162 and stagnation Specialists and non-specialists rating of importance in the supervision of supervisees with little, some and much 197 therapy exprience. 12.1 Updated Portrait of Master Therapists 238 13.1 From Skovholt & Trotter-Mathison. *The Resilient* Practitioner: Burnout Prevention and Self-Care Strategies for Counselors, Therapists, Teachers, and Health Professionals, 253 Second Edition (Routledge, 2011). 14.1 Positive developmental cycle linking therapeutic work to professional development 273 14.2 Negative developmental cycle linking therapeutic work to professional development 274 Temporal sequence of therapeutic work and positive and negative developmental cycles 277 Tables Selected Developmental Models 14 28 Learning Types and Perspectives Some Empirically Documented Negative Therapist Characteristics Associated with Negative Client Outcome 108 11.1 Supervisory Principles Relevant for Supervision at all Experience Levels 178 11.2 Suggestions for What to Explore When Establishing a Supervision Contract 183

12.1 Portrait of Master Therapist Paradox Characteristics

221

## LIST OF FIGURES AND TABLES

222
226
227
282
285