



Sustainability through Training: Teaching the Art of Consultation

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Objectives

- Learn components of successful consultation projects
- Gain ideas for incorporating consultation into outreach training
- Develop insights into some of the challenges of guiding trainees through comprehensive consultations

Background in consultation

- Penn State University: Psychological consultant (behavioral consultation)
- University of Tennessee-Knoxville: Intern
- University of Kentucky: Supervisor



**What IS consultation
anyway?**

What is consultation?

- Consultation helps individuals and organizations "become more efficient and effective" (Division 13, 1978).
- Indirect service in which a consultant shares knowledge and skills with providers, programs, agencies or organizations rather than providing direct clinical care to individuals or groups.

What is consultation?

"A method of providing preventively oriented psychological and educational services in which consultants and consultees form *cooperative partnerships* and engage in a reciprocal, systematic problem-solving process...to enhance and empower consultees, thereby promoting students' well-being and performance" (Zins & Erchul, 2002, p. 625).

Why is consultation important?

- Counseling psychology steeped in tradition of embracing consultation
 - Five unifying themes
 - 3 roles: remediation, prevention, development
- Scientist-practitioner
- Evolving field

Why is consultation important in Higher Education?

- In Higher Ed, there is more pressure to demonstrate importance, worth, quality, and efficiency.
- Assessment and consultation helps move forward in a systematic way to enhance effectiveness.
- These skills also contribute to quality control, strategic planning, policy development and decision making, and political environment.

Type of Consultation

Behavioral consultation

- The focus is on problem-solving more than skills development or a particular client.

Organization consultation

- This model employs systems theory to improve productivity or to streamline the relationship between an organization and its environment.

Type of Consultation

Group Process

- The consultant/change agent facilitates the client system's motivation and ability to identify, analyze, and solve its problems.

Social Actions

- The consultant uses their understanding of political/power distributions and organizational skills to identify, recruit, and train leaders who can, in turn, help their constituency of "oppressed" people to obtain a power base in an identified social system

Type of Consultation

Ecological

- Develops intervention strategies for an ecosystem: a superordinate system comprised of complex reciprocal and interdependent subsystems.
- Interventions are based on research describing the interaction of individual personality characteristics, such as coping styles, and the structure and function of organizational environments.

Types of Consultation

Caplan's Types

- Client-Centered Case Consultation
- Consultee-Centered Case Consultation
- Consultee-Centered Administrative Consultation
- Program-centered administrative consultation

Type of consultation

Case versus Administrative

- Case=clinically oriented (e.g., about clients)
- Administrative=administrative issues or programmatic change

Client centered vs. Consultee-centered

- Client=focused on client or one case
- Consultee=focus on consultee work with group of clients

Roles of Consultant

- Individual assessment
- Individual and group process consultation
- Organizational development
- Education/training
- Employee selection/appraisal
- Research and evaluation test construction
- Program Evaluation
- Executive/manager coaching
- Change management
- Expert technical support

Consultation Overview

1. Relationship development (Entry)
2. Problem clarification & definition (Goals)
3. Assessment & Analysis (Diagnosis)
4. Recommendations (Techniques)

Consultation Steps (Schuh & Upcraft, 2001)

- Define problem
- Purpose of consult/study
- Where to get information
- Assessment methods
- Whom to study
- How data will be collected
- What instruments to be used
- Who will collect the data
- How data will be analyzed
- Implications of study for policy and practice
- Report results

Types of assessment in Higher Education

- Tracking
- Needs
- Satisfaction
- Student culture and campus environment
- Outcomes
- Comparable Institution
- National Standards
- Cost Effectiveness

Why incorporate into training?

- Unique skill set
- Exposure to larger university or community
- Gain expertise in an area/population
- Learn about consultation and outreach in an in-depth manner
- Enhance passion for outreach
- APA requiring assessment/consultation/research for internship

Consultation Projects/Programs

University of Tennessee-Knoxville: Intern, 2011

- **Bridging the Gap: A needs assessment of UTK Student Veterans**
 - Needs, satisfaction, culture, & comparable institution assessments
 - Interviewed depts in student affairs & vets
 - Attended conference about serving vets
 - Vice Chancellor approved program
- 4 interns worked together
- Timeline: October-May
- Results & recommendations presented at student affairs meeting
- Received 1 hour of process oriented supervision every other week.
- UTK moved to providing 1 hour of supervision every week following this program

Consultation Projects/Programs

University of Kentucky: Supervisor, 2013

- **Serving UK students with Disabilities**
 - Satisfaction, needs, & comparable institution assessment
 - Interviewed depts within student affairs
 - Analyzed results of prior collected survey data from students with disabilities
 - Vice president of student affairs mandated program
- 2 interns working together; September-April
- Results and recommendations presented at a large meeting for student and academic affairs
- Provided 1 hour of supervision every other week
 - Early stages: didactic
 - Later stages: process focused supervision

Consultation Projects/Programs

University of Kentucky: Supervisor, 2014

- **Finding a common ground: Exploration of student social media use**
 - Student culture, needs, satisfaction, & comparable institution assessment
 - Surveyed and interviewed students
 - IRB approval
 - Consultation developed out of interest and UKCC need
- 2 interns working together; September-June
- Results and recommendations presented to UKCC staff and AUCCCO conference
- Provided 1 hour of supervision every other week
 - Early stages: didactic
 - Later stages: process focused supervision
- Encouraged interns to schedule at least 1 hour per week to work on project

Challenges & Considerations

Training program

- Length of time established

Trainee

- Interns ability to work together
 - Different/similar working styles, reactions to stress, time management
- Autonomy levels, experience impact type of supervision
- Interest in project/outreach

Supervisor

- Tenure at institution
- Your prior training in consultation

Challenges & Considerations

Time constraints/priority of project

- Interns=1 year commitment; crunch times of internship
- Balance clinical demands versus outreach

Scope of project

- Often have to encourage a narrowed focus

IRB approval

- Allows interns to present results in written or presentation formats
- Time consuming

Challenges & Considerations

Where/who the consultation project stems from

- Was the project mandated by admin in student affairs? Did a dept approach you for consultation? Passion project for the interns?
- Who is the client?

Navigating politics of environment

- Example: Possibly providing difficult feedback to administrators, etc
- Example: social action focus on a conservative campus

Role boundary

- Consultant vs psychotherapy

Ethics

- Control over the use & dissemination of information gathered?
- How to maintain objectivity & independence & avoid being used by org?
- What rights & power does each individual participant have?
- How to balance the task dimension & the human dimension work?

Let's consult...

- How are you incorporating consultation in your training programs?
- Barriers?
- Successes?

Resources

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