CONTENTS

Acknowledgments XI

Introduction 1

PART | INFRASTRUCTURE

The Frame of Reference for Social Work Practice 7
 Two Dimensions that Define the Profession 9
 Four Categories of Social Work Activity 10
 Research Value 12
 Beyond Research 12

The Philosophical Base for Structural Social Work Practice 14
 The Practice Context 14
 The Philosophical Stance 16

Postmodernism 17
Deconstruction 17

Postmodern Perspectives on Power 18

Social Constructionism 19

The Structural View 21

Specialization 22

Movement Through the Quadrants 24

Conclusion 25

Ethics and Structural Social Work Practice 27
 Getting Grounded: Defining Ethics 27
 The NASW Code of Ethics 29

Ethical Principles for the Structural Approach 31 Conclusion 39

PART II PRINCIPLES AND PROCESSES

4. Basic Principles of the Structural Approach 43
 The Principle of Accountability to the Client 43
 The Principle of Following the Demands of the Client Task 49
 The Principle of Maximizing Potential Supports in the Client's Environment 55
 The Principle of Least Contest 68
 The Principle of Helping the Client Deconstruct Oppressive Cultural Discourse and Reinterpret Experience from Alternative Perspectives 72
 The Minimax Principle 77

5. Intervention Principles and Procedures: A Process Model 80
The Contract Phase 80
The Task Phase 88
The Flow of Initial Intervention in the Task Phase 91
The Termination/Recontracting Phase 98
Why Two Types of Paradigms 101
Conclusion 101

PART III ROLES

- The Conferee 105
 Translating Pressures into Tasks 106
 Facilitating Decision Making 109
 Concluding the Work 111
 Conclusion 113
- 7. The Broker 115
 The Tasks of the Broker 116
 The Broker in Quadrants A, B, and C 120
 Conclusion 126
- 8. The Mediator 127
 The Tasks of the Mediator 127
 The Mediator in Quadrants A and C 137
 Conclusion 138

9. The Advocate 139 What Advocacy Is 140 The Tasks of Advocacy 142

The Advocate in Quadrants A, B, C, and D 153

Conclusion 154

10. The Therapist 155

The Tasks of the Therapist 155

Radical Listening 156

Externalizing the Problem 157

Deconstructing Oppressive Discourse 160

Seeking Counteracts 163

Anchoring in History 165

Conclusion 168

11. The Case Manager 169

The Evolution of Case Management 169

Tasks for Working as a Case Manager 171

The Case Manager as Advocate 187

Determining the Work 187

The Case Manager in Quadrants A, B, and C 190

Conclusion 191

12. The Group Worker 192

The Basic Group 193

Types of Groups 193

Tasks for Working with Groups 196

The Group Worker in Quadrants A, B, and C 209

Conclusion 215

13. The Community Organizer 216

What Is Community Organizing? 216

The Tasks of the Community Organizer 217

The Community Organizer in Quadrants B and C 226

Conclusion 226

PART IV CONTEXT

14. Learning the Organization 229

The Structures of Organizations 229

Learning the Formal and Informal Arrangements of the Organization

X CONTENTS

Choice Points in the Organization: Getting from Point A to Point B 242 Conclusion 247

15. Working in the Organization 249

The Self Principle 249

Processes for Carrying Out the Self Principle 250

Connecting the Conscious Use of Self with the Deliberate Use of Self 253

Changing the Organization from Within 254

The Metawork 257

Time Management 261

Time-Management Strategies 263

Conclusion 264

16. A Paradigm Dilemma 265

References 269

Index 275