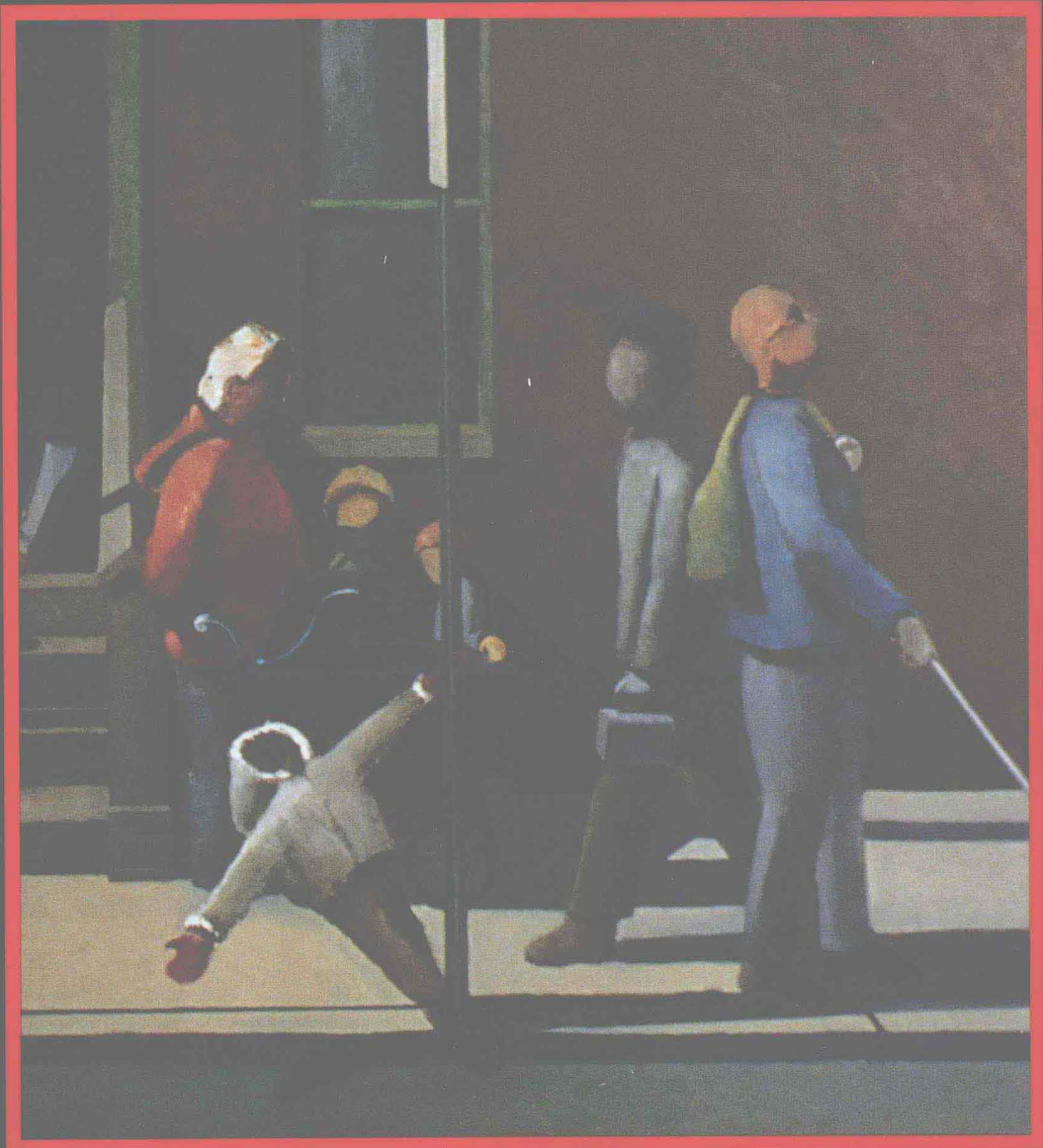


GENERALIST PRACTICE WITH ORGANIZATIONS AND COMMUNITIES



GENERALIST PRACTICE — WITH — **ORGANIZATIONS** — AND — **COMMUNITIES**

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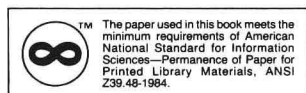
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GENERALIST PRACTICE
— WITH —
ORGANIZATIONS
— AND —
COMMUNITIES

To Gary A. Kirst, Ruth Kirst, and Jannah Mather

PREFACE

This book is a guide to generalist social work practice with organizations and communities. The three adjectives that best describe this text are *relevant*, *practical*, and *readable*. Generalist practice is clearly defined. Specific macro practice skills are presented in a straightforward and interesting manner. Applications to actual macro practice situations are emphasized throughout, as is the importance of client system strengths. The content is geared to either the undergraduate or graduate generalist practice sequence.

This text aims to fulfill five major goals. First, it provides a *readable and practical guide* to working in and with organizations and communities (macro practice). A major concern in social work education today is the strong tendency for students to veer away from thinking about helping communities and organizations to seek and achieve social change. Instead, students are frequently drawn to the perceived psychological drama and intensity of more clinically oriented practice with individuals, families, and small groups. This text emphasizes the importance of macro practice for practitioners working in direct service or lower level supervisory positions. (An assumption is that practitioners cannot always assume administrators will do the effective, efficient, or even the right thing. In these cases, the burden of change may fall on the practitioner.) Numerous case examples are presented to make the material interesting and relevant. Organizational and community theories are examined and linked to practice applications.

Second, the text proposes a *generalist perspective* that emphasizes how micro, mezzo, and macro skills can be interlinked. This generalist approach assumes

that group (i.e., mezzo) skills are built on a firm foundation of individual (i.e., micro) skills. Likewise, skills involved in working with organizations and communities (i.e., macro skills) rest on a solid base of both micro and mezzo skills. This text links the three levels of practice—micro, mezzo, and macro—so that students can clearly see how all three skill levels are used in everyday practice situations. On the one hand, whole chapters and numerous examples throughout illustrate how micro and mezzo skills can be applied to macro practice situations. On the other hand, the text aims to structure how students think about clients and their problems so that they automatically explore alternatives beyond the individual and small group levels.

The text's third basic goal is to provide clearly defined, *step-by-step frameworks* for thinking about and initiating macro change in organizations and communities. A model for decision making concerning whether or not to pursue macro intervention is proposed. Additionally, a procedure for pursuing the macro intervention process is described.

The text's fourth goal is to identify, explain, and examine *specific skills* useful in macro practice and address significant issues relevant to this practice. Skills include working with the media, using new technological advances, fund-raising, grant writing, working within court macro settings, evaluating macro practice effectiveness, resolving ethical dilemmas in macro contexts, advocating for populations-at-risk, and managing time and stress within macro environments.

The fifth basic goal concerns presenting material to students that is not only relevant and interesting, but also *consistent with new accreditation standards*. This

material targets social work values and ethics, human diversity, the promotion of social and economic justice, and the empowerment of populations-at-risk. The text adopts a generalist perspective, emphasizes evaluation of practice, focuses on the differential use of communication skills with colleagues and community members, demonstrates the appropriate use of supervision, and examines practitioner functioning within organizational structures.

Many generalist curriculums structure their practice sequences so that courses oriented toward macro practice with organizations and communities follow practice courses concerned with micro and mezzo systems, respectively. An assumption is that students will use the content of this book close to the point at which they seek employment. Therefore, chapters on constructing resumés and finding jobs, in addition to stress and time management, are included. This content is covered here because it is vital to students, yet it is not necessarily covered elsewhere in the curriculum.

An *Instructor's Manual and Test Bank* is available to assist instructors in presenting material and students in implementing practice skills. A student workbook entitled *The Macro Skills Workbook: Social*

Work Practice with Organizations and Communities is also available on a complimentary basis for instructors adopting this book and for student purchase. This workbook provides a broad range of activities focusing on macro practice applications. These include problematic situations for students to address, role plays, and practice exercises directly related to the text's content.

This text is the third of a triad. The first text in the triad is *Understanding Generalist Practice*, which focuses on micro skills. The second of the triad, focusing on mezzo skills, is in press. All three texts stress the generalist approach. However, each focuses on the specific skills necessary for its level of practice. Each stresses the linkages among all three practice levels to maintain the generalist perspective. On the one hand, the three texts can be used in sequence, as one builds on another. On the other hand, each of the three texts can be used independently in conjunction with other practice texts. Each can be used to integrate a generalist perspective at any point in the practice sequence. A student workbook complete with classroom exercises and assignments, in addition to an instructor's manual and test bank will be available for all three.

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