

family therapy an overview

****Family Therapy: An Overview****

family therapy an overview offers a fascinating glimpse into a form of counseling that focuses not just on individuals, but on the intricate web of relationships within families. Unlike traditional therapy that centers on one person's thoughts and feelings, family therapy explores how family dynamics influence each member's well-being. This approach recognizes that the family unit itself can be a powerful source of support or conflict, and understanding these interactions is key to healing and growth.

Whether you're seeking help for communication issues, parenting challenges, or coping with major life changes, family therapy provides a collaborative space where everyone's voice is heard. Let's dive deeper into what family therapy entails, its benefits, various approaches, and how it can be a transformative experience for families of all shapes and sizes.

What Is Family Therapy?

Family therapy is a type of psychological counseling designed to address problems affecting the health and functioning of a family. It involves therapists working with families to nurture change and development, improve communication, and resolve conflicts. The underlying principle is that families are systems where each member's behavior affects others. By bringing everyone into the conversation, therapists can identify patterns and dynamics that contribute to issues.

Unlike individual therapy, family therapy looks at the family as a whole. This means that even if one person's symptoms bring a family to therapy, the treatment focuses on the collective interactions and relationships that sustain or hinder that person's well-being.

The Core Goals of Family Therapy

Some of the primary objectives when engaging in family therapy include:

- Enhancing communication skills among family members
- Resolving conflicts and misunderstandings
- Strengthening emotional bonds and support systems
- Helping families adapt to changes such as divorce, illness, or relocation
- Addressing specific problems like substance abuse, mental health disorders, or behavioral issues in children

By focusing on these goals, family therapy can create a healthier family environment that promotes healing and growth for everyone involved.

Common Approaches in Family Therapy

Family therapy isn't a one-size-fits-all treatment; there are various models and techniques therapists use depending on the family's unique needs. Here are some of the most widely practiced approaches:

Structural Family Therapy

Developed by Salvador Minuchin, structural family therapy examines the organization of the family system. It looks at boundaries between subsystems (like parents and children), hierarchies, and roles. The therapist helps reorganize family structures that may be dysfunctional, promoting healthier interactions and clearer roles.

Strategic Family Therapy

This approach focuses on problem-solving and creating strategies to change specific behaviors. The therapist may assign tasks or directives to influence family dynamics and interrupt negative patterns. It's often brief and goal-oriented, aiming for quick resolution of pressing issues.

Bowenian Family Therapy

Created by Murray Bowen, this method emphasizes the concept of differentiation of self—the ability to maintain individuality while remaining connected to the family. It explores multigenerational patterns and how family history impacts current relationships. This approach is especially useful for addressing longstanding family issues and improving emotional regulation.

Systemic Family Therapy

Systemic family therapy views problems within the broader context of family systems and social environments. It encourages members to see how their actions affect one another and how external factors might influence family functioning. The approach focuses on patterns of interaction rather than individual pathology.

Benefits of Family Therapy

Engaging in family therapy can offer numerous advantages that ripple through individual lives and family relationships alike:

Improved Communication

One of the most immediate benefits is enhanced communication. Families often struggle to express feelings or listen effectively. Therapy teaches skills like active listening, empathy, and assertiveness, which can reduce misunderstandings and foster stronger connections.

Conflict Resolution

Conflict is natural in any family, but unresolved disputes can cause lasting damage. Family therapy provides a safe environment to air grievances, clarify perspectives, and develop constructive ways to handle disagreements.

Stronger Emotional Bonds

By working through challenges together, families can rebuild trust and deepen emotional intimacy. Feeling supported and understood by loved ones is crucial for mental and emotional health.

Support for Individual Members

Family therapy doesn't neglect individual needs. It creates space for each member to express themselves while emphasizing the importance of mutual support. This is especially helpful when someone is dealing with depression, anxiety, addiction, or behavioral problems.

Adaptation to Life Changes

Whether it's welcoming a new family member, coping with illness, or navigating separation, change shakes up family dynamics. Therapy helps families adapt by strengthening resilience and fostering flexibility.

When to Consider Family Therapy

Family therapy can be beneficial at many stages, but certain signs suggest it might be especially helpful:

- Persistent communication breakdowns
- Recurring conflicts or arguments
- Behavioral problems in children or teenagers
- Dealing with loss, trauma, or grief together

- Managing chronic illness or mental health issues within the family
- Blended family challenges or parenting disagreements

If any of these resonate, seeking professional guidance sooner rather than later can prevent problems from escalating and improve overall family functioning.

What to Expect in a Family Therapy Session

If you're new to the idea of family counseling, it helps to know what a typical session might look like:

1. **Initial assessment:** The therapist gathers information about the family's history, relationships, and current challenges. Everyone usually participates to get a full picture.
2. **Goal setting:** Together, the family and therapist identify what they hope to achieve through therapy. Goals are tailored to the family's unique needs.
3. **Interventions:** The therapist uses different techniques to help family members communicate, understand each other's perspectives, and experiment with new ways of relating.
4. **Homework:** Sometimes, therapists assign tasks or activities to practice skills outside of sessions.
5. **Progress review:** Over time, the family revisits goals and adjusts the approach as needed.

Sessions often last between 45 minutes to an hour and can occur weekly or biweekly, depending on the situation.

Tips for Making the Most of Family Therapy

If you're considering or already participating in family therapy, here are some tips to maximize its benefits:

- **Be open and honest:** Share your feelings and experiences authentically, even if it feels uncomfortable.
- **Practice active listening:** Try to hear what other family members are saying without interrupting or judging.
- **Stay committed:** Change takes time, so stick with the process even when progress feels slow.
- **Respect confidentiality:** What happens in therapy stays in therapy to create a safe space for everyone.
- **Be patient:** Understanding family dynamics is complex, and breakthroughs don't always happen immediately.

Family Therapy in a Changing World

As family structures evolve and new challenges emerge—such as digital communication issues, cultural diversity, or blended families—the role of family therapy continues to grow. Therapists are increasingly incorporating technology, like teletherapy, to reach families who might otherwise face barriers to access.

Moreover, modern family therapy often embraces inclusivity, addressing the needs of LGBTQ+ families, multicultural households, and non-traditional family models. This flexibility ensures that therapy remains relevant and effective in supporting the diverse ways families live and love today.

Family therapy, at its core, is about connection. It reminds us that while individual struggles are real and important, the threads that bind us to others can offer healing, strength, and hope. Whether you're facing a specific crisis or simply want to deepen your family's understanding and support, exploring family therapy can open doors to meaningful change.

Frequently Asked Questions

What is family therapy?

Family therapy is a type of psychological counseling that helps family members improve communication and resolve conflicts to enhance the overall functioning of the family unit.

What are the main goals of family therapy?

The main goals of family therapy include improving communication among family members, resolving conflicts, fostering understanding, and supporting healthy family dynamics.

Who can benefit from family therapy?

Family therapy can benefit families experiencing conflict, communication issues, behavioral problems, mental health challenges, or major life transitions affecting family relationships.

What approaches are commonly used in family therapy?

Common approaches in family therapy include Structural Family Therapy, Strategic Family Therapy, Bowenian Family Therapy, and Systemic Family Therapy, each focusing on different aspects of family dynamics.

How long does family therapy usually last?

The duration of family therapy varies depending on the issues being addressed but typically ranges from a few sessions to several months or longer for more complex situations.

Is family therapy effective for children and adolescents?

Yes, family therapy is often effective for children and adolescents as it addresses the family environment and relationships that influence their behavior and emotional well-being.

What role does the therapist play in family therapy?

The therapist acts as a facilitator to guide conversations, help family members understand each other's perspectives, mediate conflicts, and promote healthier interaction patterns.

Can family therapy be conducted online?

Yes, family therapy can be conducted online through video conferencing platforms, making it more accessible for families who cannot attend in-person sessions.

Additional Resources

Family Therapy: An Overview

family therapy an overview reveals a multifaceted approach to addressing relational dynamics within families, emphasizing communication, understanding, and collective problem-solving. As mental health awareness grows, family therapy has emerged as a pivotal intervention, offering a systemic perspective to emotional and behavioral issues that transcend individuals and impact the family unit as a whole. This article delves into the core principles, methodologies, and practical applications of family therapy, highlighting its significance in modern psychological practice.

Understanding Family Therapy

Family therapy, also known as family counseling or systemic therapy, is a branch of psychotherapy that focuses on interactions between family members rather than isolating individual symptoms. Rooted in systems theory, it posits that the family operates as a complex system, where changes in one part affect the entire network. This perspective challenges traditional individual-centric therapy models by recognizing the interdependence of family relationships in shaping emotional well-being.

Developed throughout the mid-20th century, family therapy has diversified into numerous schools of thought, including Structural Family Therapy, Strategic Family Therapy, Bowenian Family Therapy, and Narrative Family Therapy. Each model offers unique techniques and theoretical underpinnings but shares a central goal: improving relational patterns to foster healthier functioning.

Core Objectives and Techniques

At its essence, family therapy aims to enhance communication, resolve conflicts, and promote empathy among family members. Therapists facilitate sessions where individuals can express feelings, identify dysfunctional behaviors, and collaboratively develop strategies for change. Common techniques include:

- **Genograms:** Visual family trees that map relationships and psychological patterns across generations.
- **Role-playing:** Encouraging members to adopt each other's perspectives to build empathy.
- **Reframing:** Changing negative interpretations of behavior into more positive or neutral viewpoints.
- **Boundary-setting:** Defining healthy limits between family members to reduce enmeshment or disengagement.

These methods, tailored to the family's unique dynamics, help uncover underlying issues that may manifest as anxiety, depression, behavioral problems, or communication breakdowns.

Applications and Effectiveness

Family therapy's versatility allows it to address a broad spectrum of challenges, making it suitable for diverse populations and issues. It is frequently employed in treating childhood behavioral disorders, substance abuse, marital conflicts, trauma recovery, and chronic illness adjustment.

Comparative Advantages

One of the strengths of family therapy lies in its systemic focus, which differentiates it from individual therapy by:

- **Addressing relational patterns:** Instead of isolating symptoms within one person, the therapy explores how family interactions contribute to or alleviate problems.
- **Increasing support systems:** By involving multiple members, it fosters a shared commitment to change and mutual understanding.
- **Reducing stigma:** When therapy is conducted as a group, it normalizes seeking

help and reduces blame placed on any single individual.

Studies indicate that family therapy can be particularly effective for adolescent behavioral issues, with research published in the *Journal of Marital and Family Therapy* reporting improvement rates exceeding 70% in cases involving conduct disorders. Additionally, it has shown promise in reducing relapse rates in substance abuse when combined with individual treatment.

Limitations and Considerations

Despite its benefits, family therapy is not without challenges. It requires all participants to be willing and able to engage, which can be complicated by entrenched conflicts or resistance. Confidentiality concerns may also arise, as the sharing of sensitive information within a group context can be difficult to manage.

Moreover, therapists must be skilled in navigating power imbalances and cultural differences that influence family roles and communication styles. In some situations, individual therapy may be recommended as a complementary or alternative approach if family sessions prove disruptive or counterproductive.

Emerging Trends in Family Therapy

As societal norms evolve, so too does the practice of family therapy. Recent trends reflect adaptations to contemporary family structures and technological advancements.

Adapting to Diverse Family Forms

Modern families often include blended families, single-parent households, LGBTQ+ parents, and multicultural backgrounds. Family therapists increasingly incorporate culturally sensitive frameworks to respect diverse values and experiences. This inclusivity enhances therapeutic rapport and effectiveness, ensuring that interventions are relevant and respectful.

Integration of Technology

Teletherapy has become a prominent modality, especially following the COVID-19 pandemic. Virtual family therapy sessions offer accessibility for remote or geographically dispersed families and provide flexibility in scheduling. While some therapists note challenges in reading nonverbal cues and managing group dynamics online, many report overall positive engagement and outcomes.

Holistic and Multidisciplinary Approaches

Family therapy is often integrated with other therapeutic interventions, including cognitive-behavioral therapy (CBT), medication management, and social services. This multidisciplinary approach addresses complex cases involving mental health disorders, domestic violence, or chronic illness, offering comprehensive support tailored to the family's needs.

Key Takeaways for Practitioners and Families

For mental health professionals, understanding family therapy's systemic perspective is essential in delivering effective treatment plans. Training in various family therapy models equips clinicians with diverse tools to address relational complexities.

Families considering therapy should recognize that the process requires openness, patience, and commitment to collective growth. Success often depends on the willingness of members to engage in honest dialogue and work collaboratively toward healthier relationships.

In sum, family therapy presents a dynamic and impactful approach to fostering emotional resilience and relational harmony. Its continued evolution reflects the changing fabric of society and underscores the enduring importance of family connections in mental health care.

Family Therapy An Overview

family therapy an overview: Family Therapy Herbert Goldenberg, Irene Goldenberg, 2011-12-01 FAMILY THERAPY, International Edition provides a balanced presentation of the major theoretical underpinnings and clinical practices in the field. By presenting an overview of traditional and evolving viewpoints, perspectives, values, intervention techniques, and goals of family therapy, Herbert and Irene Goldenberg provide current, relevant, practice-oriented content laying the foundation for students to become proficient family therapists. This edition reflects the Goldenbergs' commitment to providing students with not only traditional family therapy theoretical frameworks but also the field's evolving models of practice. It is the complete resource for assisting students in mastering the many facets of family therapy. For this edition, Michael White, founder of Narrative Therapy, has written a new foreword for the book.

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their own level of understanding--15 true/false questions at the outset checking on baseline knowledge, 30 multiple-choice questions interspersed through the text underlining crucial points, and 10 provocative discussion questions at the end facilitating synthesis. Each chapter also provides a glossary of key terms and, in addition to references, annotated suggestions for further reading and Web site exploration. Students and trainees will find Family Therapy Review: Preparing for Comprehensive and Licensing Examinations a resource to which they will go on referring long after it has helped them through their examinations; faculty and established professionals will find it a useful one-stop summary of current thinking about best practice.

family therapy an overview: Ebook: An Introduction to Family Therapy: Systemic Theory and Practice Rudi Dallos, Ros Draper, 2024-06-06 "Systemic family therapy owes a debt of gratitude to Rudi Dallos and Ros Draper who have delivered a fifth edition of the book that has provided essential scaffolding for systemic family therapists for over two decades. This latest edition holds onto its original, clear, and coherent telling of the development of systemic family therapy." Rachel Watson, Institute of Family Therapy, London, UK "Like a well-constructed remix Rudi Dallos and Ros Draper have provided a tour through the landscape of family therapy and systemic practice, from its historical beginnings through to the here-and-now...I recommend this book without hesitation and reservation. This remix should be "listened to" and returned to many times, as it keeps on giving." Dr Ramón Karamat Ali, MSc Research Lead, Manchester, UK; Director of Training and Development at KA Conversations Ltd. "With genuine enthusiasm, I wholeheartedly recommend An Introduction to Family Therapy, 5th edition by Dallos & Draper." Dr Sonam Pelden, Academic Lead for Counselling, School of Arts and Humanities, Edith Cowan University, Australia The fifth edition of the bestselling An Introduction to Family Therapy provides a comprehensive overview of the core concepts informing family therapy and systemic practice, covering the development of this innovative field from the 1950s to the present day. The book considers both British and International perspectives and includes the latest developments in current practice, regulation and innovation, examining these developments within a wider political, cultural and geographical context. The fully revised fifth edition also contains new material on: Developments in Neuropsychology and Trauma Theory and its relevance for family therapy practice Illustrations of the techniques of the core schools of Family Therapy Updates on the research basis of Family Therapy This book is key reading for students and practitioners of family therapy and systemic practice as well as those from the fields of counselling, psychology, social work and the helping professions who deal with family issues. Rudi Dallos is Emeritus professor of Clinical Psychology, University of Plymouth, External examiner D. Clin. Psychology University Canterbury, Christ Church, External examiner, University of Roehampton. He presents training courses for the Institute of Family Therapy and Bowlby Centre London on a yearly basis. He also leads on a variety of training events – Relate UK, Australian FT association, Holland family therapy association, Associations for Family Therapy Ireland, Jersey and Plymouth. He offers clinical supervision in a variety of contexts including Gloucester Eating Disorder Services, Formulation Psychotherapy centre Dublin and Art therapies Ireland. Rudi is working independently as a family therapist and offer an early intervention service in Devon. Ros Draper is an independent family therapist with decades of experience in practice including working as an organisational consultant, working therapeutically with individuals, couples, families and groups as well as working as a supervisor for therapists and coaches.

family therapy an overview: An Introduction to Marriage and Family Therapy Joseph L. Wetchler, Lorna L. Hecker, 2014-08-27 Now in its second edition, this text introduces readers to the rich history and practice of Marriage and Family Therapy, with 32 professionals from across the US presenting their knowledge in their areas of expertise. This blend of approaches and styles gives this text a unique voice and makes it a comprehensive resource for graduate students taking their first course in Marriage and Family Therapy. The book is divided into three sections: Part 1 focuses on the components on which 21st century family therapy is based and summarizes the most recent changes made to not only therapeutic interventions, but to the very concept of "family." Part 2 presents an overview of the 7 major theoretical models of the field: structural, strategic, Milan,

social constructionist, experiential, transgenerational, and cognitive-behavioral family therapy. Each chapter in this section • Focuses on the founder of the theory, its theoretical tenants, and its key techniques • Shows how the model focuses on diversity • Presents the research that supports the approach Part 3 addresses specific treatment areas that are common to marriage and family therapists, such as sex therapy, pre-marital therapy, research, and ethics and legal issues. As an introduction to the field of Marriage and Family Therapy, this volume stands above the rest. Not only will readers gain an understanding of the rich history of the field and its techniques, but they will also see a complete picture of the context in which families are embedded, such as gender, culture, spirituality, and sexual orientation. This knowledge is the key to understanding what differentiates Marriage and Family Therapy from individual psychotherapy. Glossaries, case studies, tables, figures, and appendices appear generously throughout the text to present this information and give students a thorough overview to prepare them for their professional lives.

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family therapy an overview: The Handbook of Systemic Family Therapy, The Profession of Systemic Family Therapy Richard B. Miller, Ryan B. Seedall, 2020-10-19 This first volume of the The Handbook of Systemic Family Therapy includes extensive work on the theory, practice, research, and policy foundations of the profession of CMFT and its roles in an integrated health care system. Developed in partnership with the American Association for Marriage and Family Therapy (AAMFT), it will appeal to clinicians, such as couple, marital, and family therapists, counselors, psychologists, social workers, and psychiatrists. It will also benefit researchers, educators, and graduate students involved in CMFT.

family therapy an overview: *Handbook of Family Therapy Training and Supervision* Howard A. Liddle, Douglas C. Breunlin, Richard C. Schwartz, 1988-06-17 Over the last three decades, family therapy has revolutionized the mental health field, changing the way human problems are conceived and therapy is conducted. In concert with the dynamic growth of family therapy, the field of family therapy training and supervision has also expanded enormously yielding many new ideas and skills. Yet, until now, few books have been devoted to it, and no single volume has attempted to relate the full breadth of this growing field in terms of its conceptual and theoretical expansion as well as its practical application. HANDBOOK OF FAMILY THERAPY TRAINING AND SUPERVISION fills this need by presenting a truly comprehensive view of this dynamic area. To accomplish this broad yet in-depth scope, editors Liddle, Breunlin, and Schwartz have assembled 30 highly acclaimed authorities to author chapters in their respective areas of expertise. For further clarification, the editors have included segues that introduce and analyze each of the book's four major sections providing the reader with an overview of the section, highlights of themes that run through it, and discussion of the issues raised in a way that ties the chapters together. The book opens with a presentation of the unique and innovative approaches to training and supervision that have evolved in each separate school of family therapy. Offering a panoramic view of the entire field of family therapy, these seven chapters allow for fascinating comparisons among the different schools regarding the process by which ideas about therapy evolve into training techniques and philosophies. Section II follows with an explication of the pragmatics of family therapy supervision. Helping family therapy trainers avoid and anticipate the common mistakes involved with supervision, the skills described in this section create an atmosphere conducive to learning and maintaining a working trainer-trainee relationship, and finally, for training of supervisors. Practical guidelines for using live and video supervision are included. Section III features family therapy trainers in such diverse fields as psychiatry, psychology, family medicine, social work, nursing, free-standing and academic family therapy programs, who describe the problems and advantages they encounter teaching these new ideas within their idiosyncratic contexts. The book closes with a section that includes reflections on the field by such innovative and respected leaders as Cloe Madanes and Jay Haley. Among topics covered are perspectives and recommendations for researchers evaluating family therapy, practical advice for incorporating a cultural perspective into training programs, feedback on the experience of live supervision from trainees' perspectives. An

appendix follows that provides over 400 references organized by subject for easy reference. Given the level and scope of this extraordinary text, FAMILY THERAPY TRAINING AND SUPERVISION is an invaluable resource for anyone interested in teaching, learning, or simply appreciating family therapy.

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family therapy an overview: *Handbook of Family Therapy* Mike Robbins, Tom Sexton, Gerald Weeks, 2004-03-01 This new Handbook of Family Therapy is the culmination of a decade of achievements within the field of family and couples therapy, emerging from and celebrating the dynamic evolution of marriage and family theory, practice, and research. The editors have unified the efforts of the profession's major players in bringing the most up-to-date and innovative information to the forefront of both educational and practice settings. They review the major theoretical approaches and break new ground by identifying and describing the current era of evidence-based models and contemporary areas of application. The Handbook of Family Therapy is a comprehensive, progressive, and skillful presentation of the science and practice of family and couples therapy, and a valuable resource for practitioners and students alike.

family therapy an overview: *Family Therapy in Focus* Mark Rivett, Eddy Street, 2003-02-28 Drawing on many years' experience in practice, teaching and research, Mark Rivett and Eddy Street present philosophical, sociological and empirical views of family therapy. Balancing the perceived benefits against the potential limitations, they pose questions, which challenge those within the

profession to think hard about their role. } does family therapy work? } can those most in need really be helped? } is family therapy a means of social control? } who does professionalization help? While most texts offer a straightforward and uncritical perspective, in contrast Family Therapy in Focus aims to stimulate debate among practitioners and to help trainees adopt a more reflective and critical attitude towards their own professional development and the development of their profession.

family therapy an overview: EBOOK: An Introduction to Applying Social Work Theories and Methods, 4/e Barbra Teater, 2024-08-14 "This book is a reassuring, thorough and essential guide to the world of social work theories and methods...This 4th Edition deserves to find a place on every social work reading list and bookshelf." Professor Richard Ingram, University of Dundee, Scotland, UK "Based on the belief that all social workers have a responsibility both ethically and professionally to draw upon theories that are grounded in social work values, the fourth edition of this book offers readers the opportunity to consider anew those theories." Sarah Vicary, Professor of Social Work and Mental Health, School of Health Wellbeing and Social Care, The Open University, UK "An essential read for anyone in the field of social work... This book is a testament to the profound impact that well-grounded theoretical knowledge can have on real-world social work. Highly recommended for its clarity, depth, and relevance." Paul McCafferty, Senior Lecturer in Social Work, Queen's University Belfast, NI This text is a comprehensive guide to the most commonly used theories and methods in social work practice. The introductory chapter covers the similarities and differences between a theory and a method, as well as an overview of psychosocial theories and concepts. Each subsequent chapter explores in detail how to implement a specific theory or method, their strengths and limitations, key research, ethical and cultural considerations, and the integration of the theory or method with anti-oppressive practice. Each chapter includes case examples, critical thinking questions, and suggested further resources. Key features of this new edition include: Illustrative case studies Exercises and case examples Critical thinking questions Further readings/resources Revised content, including a chapter on relationship-based social work An Introduction to Applying Social Work Theories and Methods is a practical and essential guide for all social work students, practitioners, and practice educators who are working with students in field placements. Barbra Teater is Professor of Social Work at the College of Staten Island and is Executive Officer of the PhD Program in Social Welfare at The Graduate Center, City University of New York, USA.

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family therapy an overview: Family Therapy: An Intimate History Lynn Hoffman, 2001-10-17 This book follows the journey of one highly curious and questing therapist from an instrumental, causal approach to family therapy to a collaborative, communal one. Because Lynn Hoffman has been in the field for almost forty years and has worked with so many of its influential thinkers, the book is also a history of family therapy's evolution. Her knowledge of family therapy is intimate and deep; her perspective is clear-eyed and often wryly humorous. Readers will be reminded that, however big and impressive the theories, family therapy is very much a human endeavor. Hoffman revisits the experiences, ideas, and relationships that have informed her journey and presents them both as she perceived them at the time and as she perceives them now looking back. Through this process of reflective conversation, she creates not only a legacy out of the people and situations that acted on her most powerfully but also a countertradition to the strategic approach that influenced her so strongly early in her career. But this is not just history. Throughout her career Hoffman has been in the forefront of family therapy. She has interacted with and sometimes worked closely with many of family therapy's influential thinkers and actors, including Jay Haley, Virginia Satir, Dick

Auerswald, Harry Aponte, Peggy Papp, Olga Silverstein, the Milan team, Peggy Penn, Harry Goolishian, Harlene Anderson, Tom Andersen, and Michael White. The evolution of her thinking has paralleled the major developments in the field. As she braids together continuity and innovation, she finds her own voice—a 'different voice'—and her own style—more open, more inclusive, and less controlling. In the second half of the book Hoffman demonstrates the many possibilities inherent in 'not knowing,' in working with a reflecting team, in looking for the 'presenting edge,' and in grabbing the 'emotional main chance.'

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