

An ACT Team Leaders Survival Guide

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Introduction

- I am offering suggestions, ideas and possible courses of actions that I have used. They should not be construed as the answer! Churches have answers. The information is guide to better facilitate a team process.
- Each one of you have similar experiences that have worked effectively as well. I hope to learn as well.

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Different from rest of organization

Team meeting - outreach
case conference

Unconditional positive regard

ACT mission - values & beliefs
- Recovery ← focus on

Overview

→ Your team and the environment in which it operates is a unique situation. The demands the team encounters and problems it faces in order to best provide each member a person-centered recovery oriented treatment will require a team leader who can focus on tasks and team process simultaneously.

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TL has to advocate for team -
b/c this team will operate
differently than rest of center.

Topics for Today's Institute

- Role of the Team Leader
- Characteristics Needed
- Team Development
- Member attributes
- Coping Strategies

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Role of the Team Leader

- College
- Facilitator
- Coach
- Cheerleader
- Rarely the Boss
- Keeper of Mission

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Responsibility of the Team Leader

- Bring together persons who are qualified for the positions offered, and who can embrace the values and beliefs of the ACT approach.
- Facilitate a group dynamic that allows for self-expression while fostering unconditional positive regard, and simultaneously injecting much training and reinforcement.
- To encourage staff persons to develop trust and rapport with each other, and with the "the Team".

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- Maintain a "healthy team" so this entity can then nourish itself with positive inter-relational team experiences.
- Facilitate the "team" to become the "community" for consumers. The consumers can then generalize this experience to the real world.

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set limits, assist when things
get bad - team building,
ex: of Lacers + Sans

Characteristics of Leadership



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Flexible Management Style

- Your management style must reflect the needs and level experience of the individuals you are supervising.
- And with respect to the team, the level of maturity and stage the team is "at" in its development.
- Your Management style should not be static. (IE: authoritarian, collegial delegating etc.)

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Belief in the process-

Value: The Leader needs to believe in what one is doing and trust that the team can work effectively.

Concern: Team Leaders who do not genuinely believe in a self-directed team process will probably sabotage it.

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Courage

- Courage is demonstrated by a willingness to be vulnerable, to admit mistakes and imperfections and taking the same risks one expect the team members to take.
- To confront others but to stay with them as you work out conflicts.
- To act on your beliefs and hunches.
- To be emotionally touched by others and to draw on your experiences to identify with them.
- To examine your life.

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WD
DKIT FLIT

→ To be direct and honest with team members.

→ To express to members your fears and expectations about the team process.

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8:1 do well, don't do well

Courage a Final Note

→ "Courage is what it takes to stand up and speak. Courage is also what it takes to sit down and listen"
Winston Churchill

→ There is nothing more dangerous than an idea especially when it's the only you have.

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Willingness to model

→ One of the best ways to teach desired behaviors is by modeling them in the team to the members.

→ Through your behavior and attitudes one creates group norms as openness, seriousness of purpose, acceptance of others and the desirability to take risks.

→ This can be translated to attitudes towards the consumer we serve.

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Presence

- The ability to be emotionally present with the group, to be involved and touched by the pain, struggles and the joys of others.
- One is essentially allowing yourself to experience their feelings, even for just a few moments.
- It is important at times to think about how you can increase your involvement with certain members of the team.

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Goodwill and Caring

Sincere interest in the welfare of others is essential in a team leader. Caring involves respecting, trusting and valuing people. It is important to understand who they are in the context of their job. (Single mother, father of a handicapped child etc)

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Becoming aware of your own culture

- Knowing how your own culture influences your decisions and daily behaviors provides a frame of reference for understanding a worldwide view different from yours.
- Not being defensive in coping with a situation and dealing frankly with criticism are related to openness.

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Personal Power

Value: Power involves a sense of self confidence and some charisma. Leader's lives are an expression of what they espouse. Powerful people recognize and accept their weakness and do not expend energy concealing them.

Concern: Personal power does not entail domination of the group by the leader and the leader is becomes defensive.

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Stamina

Value: Team leading can be taxing and draining, therefore one need physical and psychological stamina and the ability to withstand pressure to remain vitalized and have a willingness to seek new experiences.

CONCERN: Team Leaders Cope by imposing their world view on member of the Team and demonstrate a lack of respect for the complexity of human struggle and other member of the Team.

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Self-awareness

Value: An essential characteristic for any therapeutic person is awareness of self, including one's identity, cultural perspective, goals, motivation, needs, limitations, strengths, values, feeling and problems.

Concern: If one has a limited understanding of who one is one will surely not be able to facilitate this kind of awareness, with the members and ultimately with the clients that the teams service.

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Sense of Humor

The ability to laugh at yourself and to see the humor in the human frailties can be extremely useful in the team process. If one can enjoy humor and use it effectively in the team process it will be an invaluable asset.



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Inventiveness

Value: The capacity to be spontaneous, creative in approaching each day with the team with fresh ideas is the most important characteristic.

Concern: One must somehow avoid becoming trapped in ritualized techniques or programmed presentation of self that has lost all life.

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have to put a lot of extra
energy into thinking outside
the box

Personal dedication and commitment

- Being a professional who makes a difference involves having ideas that provide meaning and direction in your life. This kind of dedication is a direct application for being a team leader .
- One needs to have a vision of how teams can empower individuals, therefore one will be better able to ride out difficult times with the team.
- If one has a guiding vision one can use it, stay focused and on track with the team members when times get difficult.

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Stages of Team Development

- These stages come into play for new teams, new team leaders, when changes in staffing occur on existing teams or for underperforming teams.
- Forming
- Storming
- Norming
- Performing

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General Characteristics of Team Stages

- Structure of the Team
- Communication Flow
- Condition of Staff Interrelationships - *clicks*
- Team Member interactions
- Extent of Knowledge staff possess
- Roles of Members
- Level of Conflict
- Extent Leadership is Shared - *is others taking the lead*

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who does what,
keeping clicks from becoming negative

Characteristics of the Forming Stage

- Basic Structure (leader imposed)
- Communication directed at leader
- Condition: mistrust & unknowns
- Team Member: going along
- Poor knowledge of tasks/mission
- No team roles beyond title
- No Conflict
- No shared leadership

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- teams can get stuck

Characteristics of the Storming Stage

- Basic structure questioned
- Communication: Cliques minimum team communication/leader central
- Condition: mistrust & favoritism
- Team members struggle for control
- Struggle over mission & tasks
- Roles emerge sometimes confliction
- Conflict over how and why
- No shared leadership

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leader favoring others, cliques start
tend to provide services to people
who need least + less services to
those that need.

Typical Structure and Direction of Communication in the Storming Stage

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have to send people back out to
talk to each other

Characteristics of the Norming Stage

- Resolution over structure
- Team communication emerging less cliques
- Condition: emergence of trust/issues of favoritism
- Negotiation of control
- Acceptance of task & mission
- Team Decisions emerging
- Roles and acceptance of members begins

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structure in place
accept each other for who you are

Characteristics of the Performing Stage

- ↘ Structure is agreed to (smooth)
- ↘ Team functions as a group limited leader influence only as needed
- ↘ Condition: basic trust/ some conflict
- ↘ Team influence and control accepted
- ↘ Team function is mission focused
- ↘ Team Decisions generally occur
- ↘ Acceptance/leader working individually with members on style and functions

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Mature Team Possesses

1. Clear Communication
2. Clear goals accepted by members
3. Maximum use of member resources
4. Adequate decision-making procedures
5. Adequate mechanism for getting feedback
6. Feelings of inter-dependence
7. Shared participation in leadership functions
8. Acceptance of diverse views and persons

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9. Flexible organization and procedures
10. Optimal cohesion

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Signs of the Dysfunctional Team

- 1. Lack of communication staff to staff.
- 2. Rigid adherence to purposeful treatment (med deliveries)
- 3. Increased reactive treatment
- 4. Feeling distant from team (team members)
- 5. "We don't have time" common statement.
- 5. Increased team feelings of inferiority and powerless/
- 6. Lack of focus.
- 7. Disjointed and uncommunicated treatment plans.
- 9. Team and treatment issues not dealt with effectively.
- 10. Greater focus on Axis II.

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Measures of Dysfunctionality

- 1. Decreased client contacts.
- 2. Increased use of hospital and crisis, with longer stays.
- 3. Increased staff illness and tardiness.
- 4. Increase in number of crisis calls.
- 5. Some clients are just not seen.
- 6. Neglected paper work in the extreme.
- 7. Decreased attendance at team meetings.
- 8. Decrease in face to face contacts.
- 9. Increase of telephone contacts.

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Team Supervision Rules

- ↘ Be on Time.
- ↘ No side bars or cross talking.
- ↘ One person will speak at a time.
- ↘ The content of the meeting is confidential.
- ↘ Issues should only be addressed if the person involved is present.
- ↘ **Use "I" statements**
- ↘ All members are to be open to constructive criticism.
- ↘ Members should be honest and genuine.
- ↘ Act respectfully during meeting.

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Use of an "I" Statement

- ↪ You are all apparently in need of help to do your jobs that's why you are attending this lecture. (*Response Defensive*)
- ↪ Or: I am here to offer some of my experiences and hope that the information will be helpful. (*Hopefully engaged*)

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"I" Statements

- ↪ "I am concerned about what just happened, I would like to understand it better would it be possible for me to get an explanation." (Open Dialogue Learning experience :Tom learns a better way to handle the situation)
- ↪ "Boy you really screwed up. You need to give me an explanation." (Defensive: Tom thinks "Which answer gets me out of the hole the best" and I'll make sure I don't get caught again.)

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Assertive Community Treatment

TEAM/TEAM BUILDING

A. Guidelines for building an A.C.T. Team

1. Tell your team the truth.
2. Be accepting of feedback.
3. Do not withhold comments on the work of your teammates, both positive and negative.
4. Negotiate for time and resources.
5. Ask for assistance when stressors/events in your personal life affect your ability to accomplish your work.

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2 things you do for the team + 1 thing I need to do

B. Eight key attributes of an effective team member.

1. Good Self-Esteem
2. Flexible
3. Risk Tolerant
4. Innovative
5. Patient with others
6. Optimistic
7. Willing to lead (but doesn't need to lead).

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Essentials of an Effective Team Leader

1. Able to clearly articulate the mission of the team
2. Provide resources to support performance
3. Make learning mandatory
4. Foster/support risk taking (ideas)
5. Exercise influence on behalf of the team
6. Model team behavior

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7. Willing to share sole leadership with others
8. Reward team players
9. Being able to effectively communicate ideas in a manner other people or a particular person can hear them.
10. Be willing to "get ones hands dirty"

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Signs of a Well-Functioning Team

1. Generalist as well as specialists
2. Communication is at the heart of a well-functioning team
3. Peer supervision and evaluation
4. Peer mentoring
5. Sharing of team responsibilities, including leadership
6. Thorough training schedule

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7. Shared mission
8. Clear expectations
9. Maximum use of member resources
10. Commitment to inner-dependence
11. Acceptance of diversity in persons and views
12. Flexibility in organization and in procedures
13. Optimal cohesion

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Getting Unstuck

It is also a mistake to try to get people to "work together better" as an end in itself. Instead, the parties involved must identify specific actions they can take together that will require them to work more effectively together to make their **jobs easier and more productive.**

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provide the rehab & support to
improve the person's ability to
acquire the skills & resources necessary
to manage their illness & lead to a productive
hopeful life of their choosing.

Attitudes
honest
genuine
respect

Self aware
patience
empathetic

Interact w a person as person

unconditional positive regard
- accepting + non judgemental
- to encourage trust + respect themselves

avoid tendency to treat
people as objects

The Process

- The Role of the Team Leader is not to make the decisions to fix the problems but to continually facilitate a process where a well trained effective team can work together in a self directed manner to address the issues at hand.
- The Team Leader must help frame and prioritize the issues that require attention. Remembering that issues will surface from team members, data analysis, case reviews, consumers, providers, administrator and funding sources.

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Coping Strategies

- Utilize Consensus decisions making.
- Minimize the number of crisis calls.
- Reduce daily medication deliveries.
- Weekly identify and address the issues presented by the "5 Hot Clients"
- Monthly team goals and monitoring of outcomes.
- Creating shared leadership tasks.
- Fill Vacancies/ better use of staff time

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Consensus Decision Making

- Represents a General Agreement
- Consensus is managed when team members are willing to accept a decision
- It represents a compromise, note my idea per se
- It represents a reasonable approach that is in the best interest of the team and or person served
- Each member of the team needs feel relatively comfortable with the decision
- Most importantly each member of the team must be willing to support it 100%
- Team members need to agree or not and reframe from sabotaging the action

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Philosophy → components of tx

- Validate
- Actively listen
- open + willing to enter a journey w/out knowing outcomes
- focus on strengths, skill development, + relation ship develop.

Why Consensus

- Creates group cohesion and more effective relationships.
- Affords group "ownership" of the decisions. And group responsibility to achieve them.
- The team must agree to work together until they find a solution that doesn't compromise their convictions or needs.
- They can't just blame the team leader.

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Consensus Does

- Do listen and pay attention to others
- Do encourage participation
- Do share info with the team
- Do Explore reasons and be sure that everyone accepts the solution for basically similar or complimentary reasons.
- Treat differences as strengths
- Craft a solution that can be supported
- Aim for a win/win alternative

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Consensus Don'ts

- Don't trade support or bargain
- Don't vote !!
- Don't try to avoid conflict
- Avoid changing your mind simple to maintain harmony
- Avoid WIN/LOSE stances when the group reaches a stalemate

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Why Minimize Crisis Calls

- Crisis calls "burn out" teams and cause people to leave. Which creates more problem.
- Reduces available staff the next day and creates a domino effect on the entire team's ability to offer recovery based treatment.
- Effective treatment is not crisis oriented but rehabilitative in nature.

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Strategies for Improvement

- Useful Policies and procedures
- Integrating On-call into the clinical treatment
- Methods to limit Inappropriate calls
- Methods to limit frequent callers
- Available Supervision and training
- Team Approach
- Understanding a Crisis

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Hierarchy Of Responses

- Doesn't require any response
- Consider calling or calling
- Third Party: give and get info, discuss options- remember whose job is it, consider issue of enabling
- Consumer: consider developing or implement safe strategy for person to implement-what is the Tx Plan

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Continued

- Consider Outreach
 - What impact can I make, if you can't answer the question do not make an outreach
 - Can the consumer or family call 911 or self admit
 - Is it safe for me to go, can you call 911
 - Can you meet the police at the location

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Why Reduce Daily Med Deliveries

- Remember you are an ACT Team not a CVS home delivery service or hospital ward staffing doing "eyes on" medication.
- Recovery requires the need of a person to learn to skills to manage their illness including medication adherence.

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How to Reduce Med Deliveries

- Use of injectibles.
- MD can reduce frequency per day to a minimum.
- Set up a goal to reduce the number "eyes on".
- Promote more discussions on frequency and type of intervention re: medication with specific benchmarks to be met to reduce frequency

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We are
not a
ED or hospital

stress vulnerability model

Staffing Strategies

It is important to maintain staffing levels. The effects of chronic vacancies positions are catastrophic!

- Permanent Week End Staffing
- Shared Positions
- Use per diem
- Use Contract Employees
- Offering Flexible Hours

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Hot List-Hit Parade

- On Friday identify the five persons who GET the most attention and determine a strategy to address their issues so you can be less involved with them.
- During the following week concentrate your efforts as much as possible in not putting out fires but addressing their issues. (Ie: limit calls to one a day)
- Think about using a Point Person and supporting them.

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Monthly Team Goals and Monitoring the Temperature

- Based on a teams stage of development there are goals to be set and met. (completing the meeting in an hour, boards, communication, etc)
- Based on contracts their are required outcomes. (Hospitalizations etc) Action may be needed to address these areas. Pick one or two only!!
- Team Leader role is to help frame them.
- The team may identify several tasks and name an expert to facilitate the process.
- For outcomes the team may need to determine more specifically who and why contract outcomes are not met and identify one outcome and improve on it.
- ALWAYS report on achievements!!

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Shared Leadership

- ↳ Its all about team, let the experts take the lead.
- ↳ "Give up control" and monitor, teach and encourage.
- ↳ Modeling, take the weight yourself at times. If a consumer has burnt the team out become the sole point of contact and carry out a agreed upon intervention. This will encourage other to do the same.
- ↳ On really busy days I have assigned myself to be the driver, mover and let others run the team.
- ↳ The team could ask me to do anything and I would do it, this allowed me to ask the same of them.
- ↳ When the team becomes self-directed they will tell you when they need a leader and for what.

Good job!

- ↳ Remember you and your team are a unique entity and need to find answers for their own identified goals with in the framework of the limits with which you operate.
- ↳ This is not unlike the persons we serve.
- ↳ By empowering the team we empower those we serve.

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