

The Five Cs

The Essential Building Blocks of Effective Teams



GRIFFINRECOVERY

ENTERPRISES

“If you could get all the people in an organization rowing in the same direction, you could dominate any industry, in any market, against any competition, at any time.”

Lencioni, The Five Dysfunctions of a Team


The Five C's

- Collaboration
- Communication,
- Conflict Resolution
- Crisis Management
- Cross Training



At the heart of a TEAM is...

TRUST.



At the heart of **TRUST**

Is a willingness of **EVERYONE**

to be **VULNERABLE**

COLLABORATION

General Guidelines


- Always maintain key distinctions for each role
- Flexibility in role – defer to the best interests of the child/client(s)
- Congruency – information shared in the staffing should also inform the “external” role
- Collaborative over adversarial
- Treatment – or some expert from the CD field - should always have a primary role on the team

Stages of Team Development

- Forming
- Storming
- Norming
- Performing
- *What is most likely to interrupt this development?*

Collaboration

- Working together for a common goal
- NOT the usual approach, particularly when working with other systems
- Harder than adversarial or “neutral” systems
- ESSENTIAL to the success of a treatment court



Inattention
to
Results

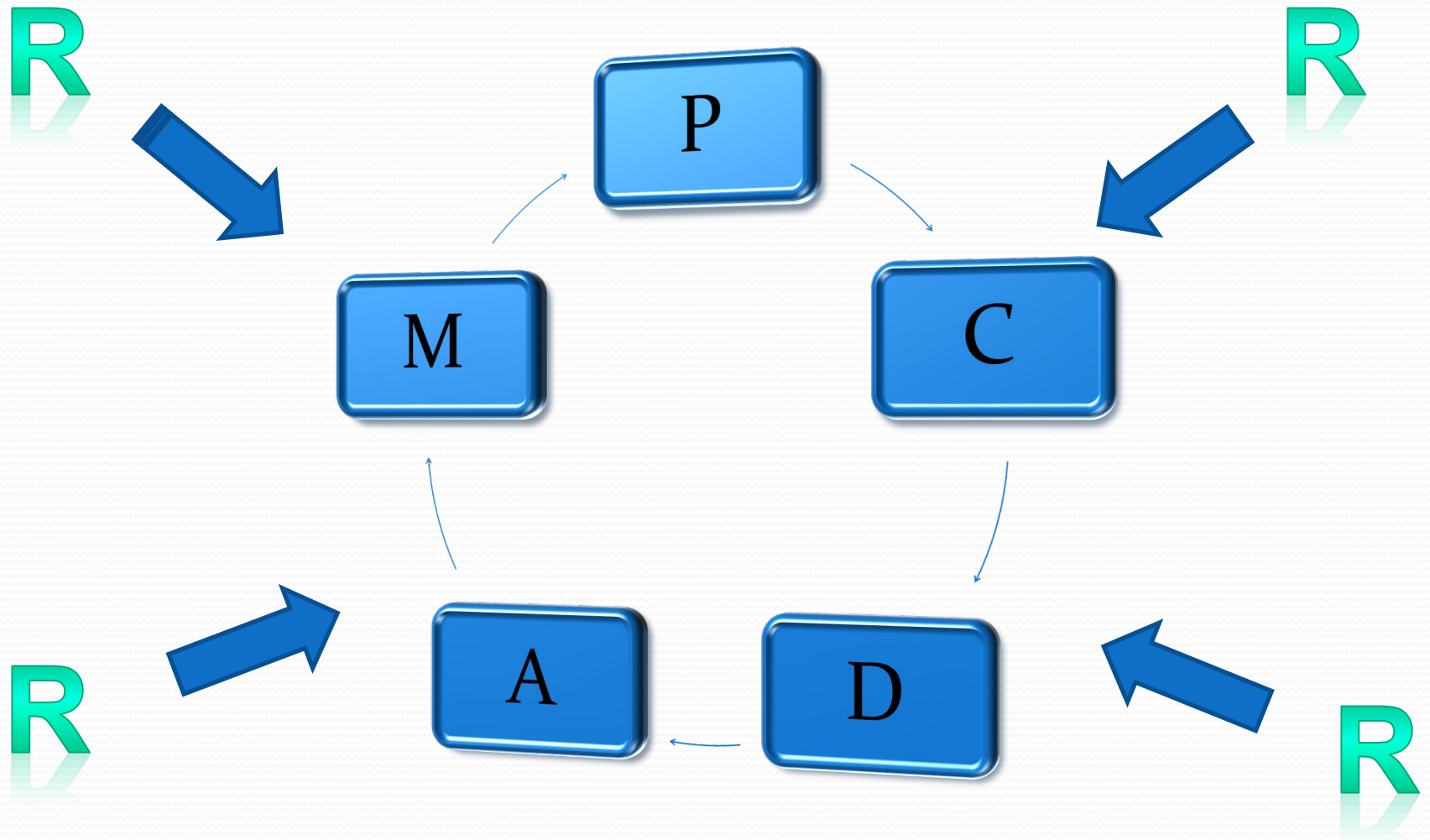
Avoidance of
Accountability

Lack of
Commitment

Fear of Conflict

The absence of trust

Stages of Change



Make It Personal

- On a scale of 1 to 10 (10 being “perfect”) how would you rate your team as far as collaboration?
- On a scale of 1 to 10, how would you rate yourself as a collaborator?
- What is the biggest challenge for you about collaborating?
- What is one thing you are willing to do differently?

COMMUNICATION

Make It Personal

- What is a challenge for your team?
- What is your part in that problem?
- What is one thing you will do differently?

Communication

- There are different forms of verbal communication
 - Assertive
 - Aggressive
 - Passive Aggressive
 - Passive



Communication

I am having a hard time with how
you have been treating my client....

Communication

- Non-verbal
- Active Listening
 - Restate the comment
 - Listen for meaning
 - Reflect without judgment
 - Asking open-ended questions
 - Avoid “Yes/No” questions
 - Focus on the Positive

Communication

- Giving Feedback
- Breakdowns
 - Most breakdowns are caused by problems related to **process**, not specific people
 - Focusing on people alienates team members

Communication

- Communication Protocol
 - Timed Staffings / Timekeeper
 - Drama Police
 - Order of Clients
 - Core Team

Motivational Interviewing

- Reflective Listening
- Explaining Therapeutic Activities
- Explaining Options
- Focusing on Strengths

Motivational Interviewing

- Asking Open-Ended Questions
- Using Clear Language
- Providing Immediate Feedback
- Highlighting Discrepancy
- Asking for Permission

CRISIS MANAGEMENT



Addiction is fueled by crises.



Many of us come from
backgrounds, fueled by crises



React vs. Respond



A Safe Place

CONFLICT RESOLUTION

“Great teams do not hold back with one another: they are unafraid to air their dirty laundry, they admit their mistakes, their weaknesses, and their concerns without fear of reprisal.”

Lencioni, The Five Dysfunctions of a Team

Conflict Resolution

- The essence of an effective relationship is conflict resolution
- You cannot have a relationship without conflict
- Conflict is good and healthy
- Many of us did not grow up with healthy examples of conflict

Conflict Resolution

- You cannot have a team without conflict
- Too much conflict is as unhealthy as no conflict at all
- The essence of an effective drug court is conflict resolution

Families and Conflict Resolution

- Common Roles in Addicted Families
 - Chief Enabler
 - Enabler in training
 - Champion or Hero
 - Scapegoat or Problem
 - Parentified Child
 - Invisible Child
 - Clown or Comic
- Serve to maintain the status quo
- More entrenched and rigid roles are more difficult to change
- Teach children to lie, deceive, and collude to protect the family secret
- Teach children to recreate these roles in other relationships.

Family Roles vs Team Roles

- We bring our roles into the office – often with little awareness
- This becomes particularly salient when operating as a team because the ongoing collaboration
- Often require the feedback of others to be able to see and address any “dysfunction.”
- This can easily spill over into interactions with the participants and, at the very least, what they observe amongst the team members.

Chief Enabler
Enabler in
training

Champion or
Hero

Scapegoat or
Problem

Parentified Child
Invisible Child
Clown or Comic

- **Pros?**

- **Cons?**

- **Impact on**
Team?

Make It Personal

- What is your “family” role?
- How does it show up during your team meetings?
- What is a positive?
- What is a challenge?



Conflict Resolution

At the heart of effective conflict resolution is...

TRUST.

Make It Personal

- What is your “family” role?
- How does it show up during your team meetings?
- What is a positive?
- What is a challenge?

Making it Personal – Part 2

- Human Sculpture

Do Your OWN Work

- Team Members attend Alanon (or start their own meeting)
- Clearly articulated self-care plans
- Get counseling if your own issues are often being triggered
- Deal with YOUR trauma

CROSS TRAINING

Cross Training

- Does not necessarily require money
- Learning from one another
- Respecting each other's expertise
- Adjusting personal perspectives and prejudices

Make it Personal

- Stack rank your top 5 skills/areas of expertise
- Stack rank your top 5 responsibilities
- On a scale of 1 to 10 how much you enjoy that responsibility