

Workshop Focus

1. Share our own unique story from a perspective of inquiry and curiosity.
2. Share successes, growing pains, and tensions related to the CAC, Multi-Disciplinary team and protocol.
3. Draw on parallel experience with the Sexual Assault Interagency Council (SART) and the 8-step protocol development .
4. Suggest useful tools for managing conflict and agreement on the MDT.

Our Story – The invitation

- **Spring 2010** - Mayo Clinic Rochester invited stakeholders to a meeting to explore establishment of a Child Advocacy Center in Rochester
- **Fall 2010** - Steering committee formed to oversee start-up.
- **Winter 2010** - Select members of the Steering Committee invited to join team training at National Children's Alliance - Huntsville

The Start-up

Self-organizing and negotiating

- Steering committee oversees protocol development Jan 2011 – Jan 2012
- Decision to enter a pilot phase in February 2011 while protocol development takes place.
- New committee structure takes over upon protocol completion.
- Move into physical space Spring 2012.

The ah-ha's

- Value of advocates as members of the MDT.
- New, previously unconsidered perspectives.
- Increased understanding of one another's roles, rules & realities.
- New appreciation for the complexity of the work

The bumps in the road

- Learning as we go presented some issues.
- Sometimes the core values or worldviews of various professionals conflicted.
- Have used a problem solving approach to conflict - convening a facilitated large group process and working through the major issues as they presented themselves.

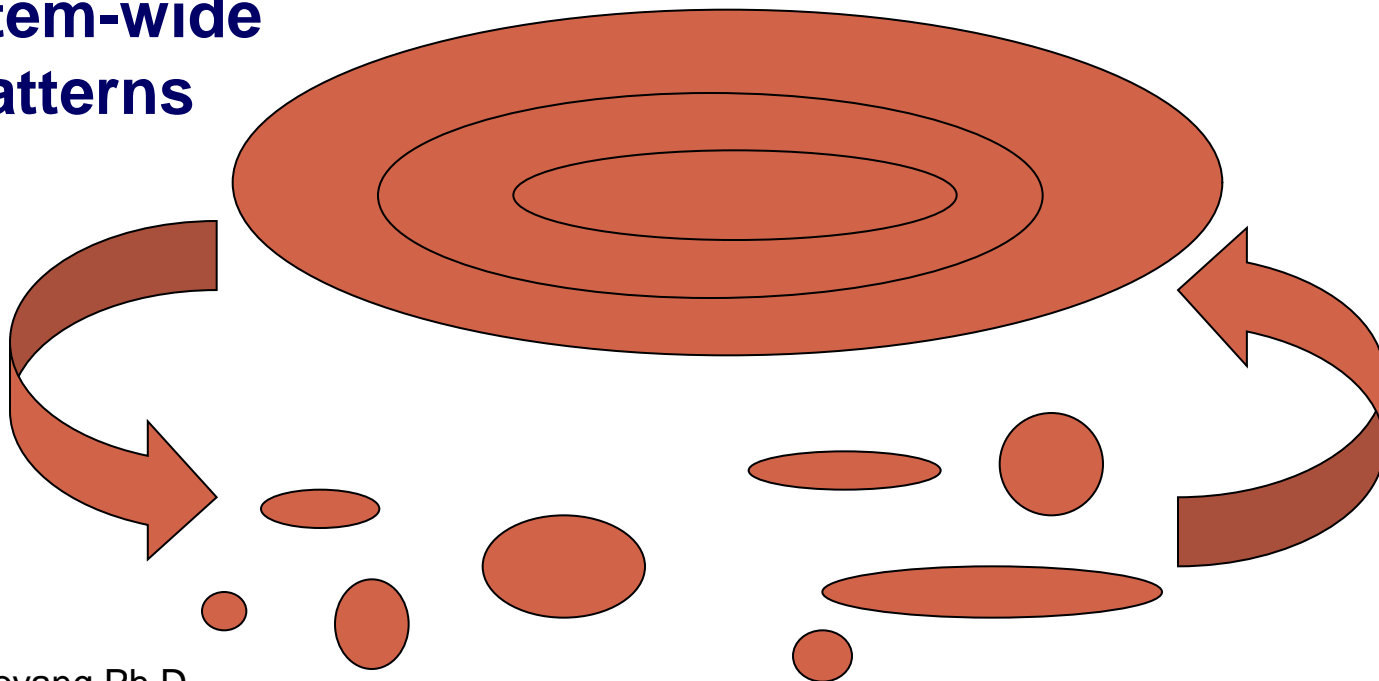
Inquiry

A stance of perpetual questioning that enables us to engage the world without bias or pre-determined answers. We stand in inquiry when we

- » Turn judgment to curiosity.
- » Turn disagreement to mutual exploration.
- » Turn defensiveness to self-reflection

Multi-Disciplinary Teams are: Self-Organizing Systems

**System-wide
Patterns**

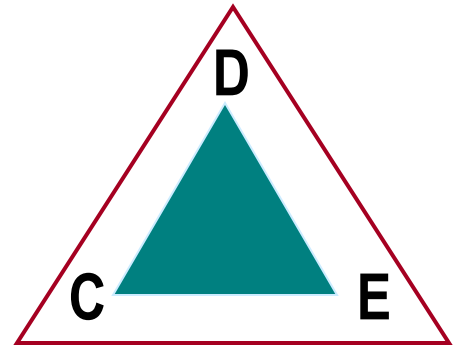


Agents

Glenda H. Eoyang, Ph.D
Human Systems Dynamics Institute

CDE Model:

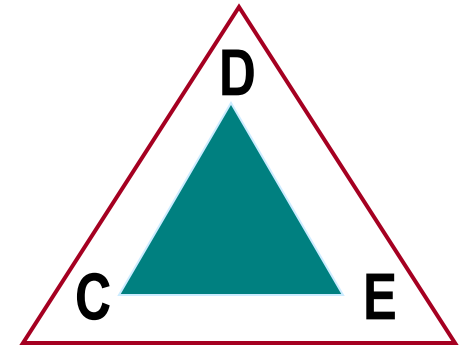
Conditions for Self-organizing



- **Containers:** Bound the system. Who are we?
- **Difference:** Provides the potential for change. What differences make a difference?
- **Exchange:** Establishes the connections. How do we share information and resources?

CDE Model:

Conditions for Self-organizing



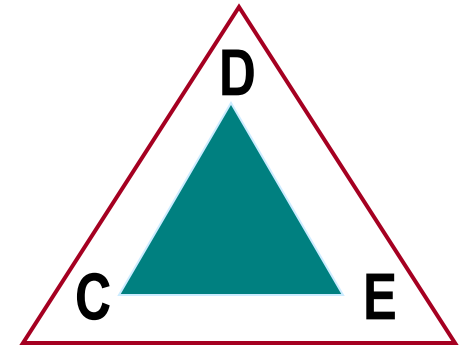
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Containers

- The CAC Building
- Three teams
 - Executive
 - Operational
 - Multi-disciplinary Team

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Effective Team Work

Similarities and Differences

Reason for
being together

Talking and
Listening

Authentic Work

STAR Model by Brenda Zimmerman, Ph.D. STAR Handbook by Glenda Eoyang
for the Upper Midwest Community Policing Institute



WORKING WITH SIMILARITIES & DIFFERENCES

Attending to Similarities

What similarities are key with the team membership?

Can there be too much similarity?

Too little similarity?

Exploring Team Difference

+ (contribute)	0 (neutral)	- (distract)
Your professional discipline	Gender	friendships, strong collegial relationships between team members
Familiarity with criminal justice response and its principles	Age	Inclusion in initial team training in Huntsville.
Medical training	Parenthood	Medical training
Training on a trauma informed response		Training on a trauma informed response.

Other differences on teams?

- Length of time on team (founding/long time/new)
- Child Sexual Abuse IQ (high/low)
- Familiarity with child protection practices.
- Trained in forensic interviewing techniques.
- Level of sophistication of practice/technique
- Differences in client/patient population (class, rural/urban, ethnicity)
- Agency resources
- Degree of personal experience with issue
- Agency decision-making structure (hierarchical/private/public/non-profit)
- Rank or credentials,

Transforming Distracting Differences

Training on Trauma-Informed Response

What can you do to make this a constructive difference?

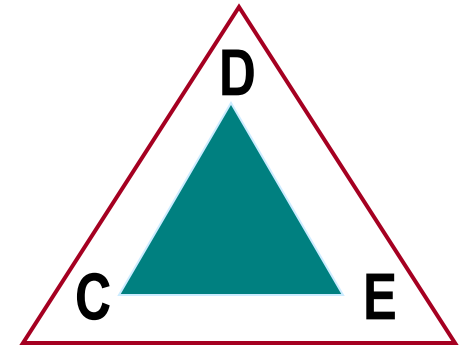
Example

In Summary....

- Similarities are the glue that holds the team together.
- Difference can bring the potential for change and engagement. Look for the differences make a difference.
- Noticing can give you opportunities to act: identify, push, minimize, or remove
- Ignoring them can lead to negative team dynamics

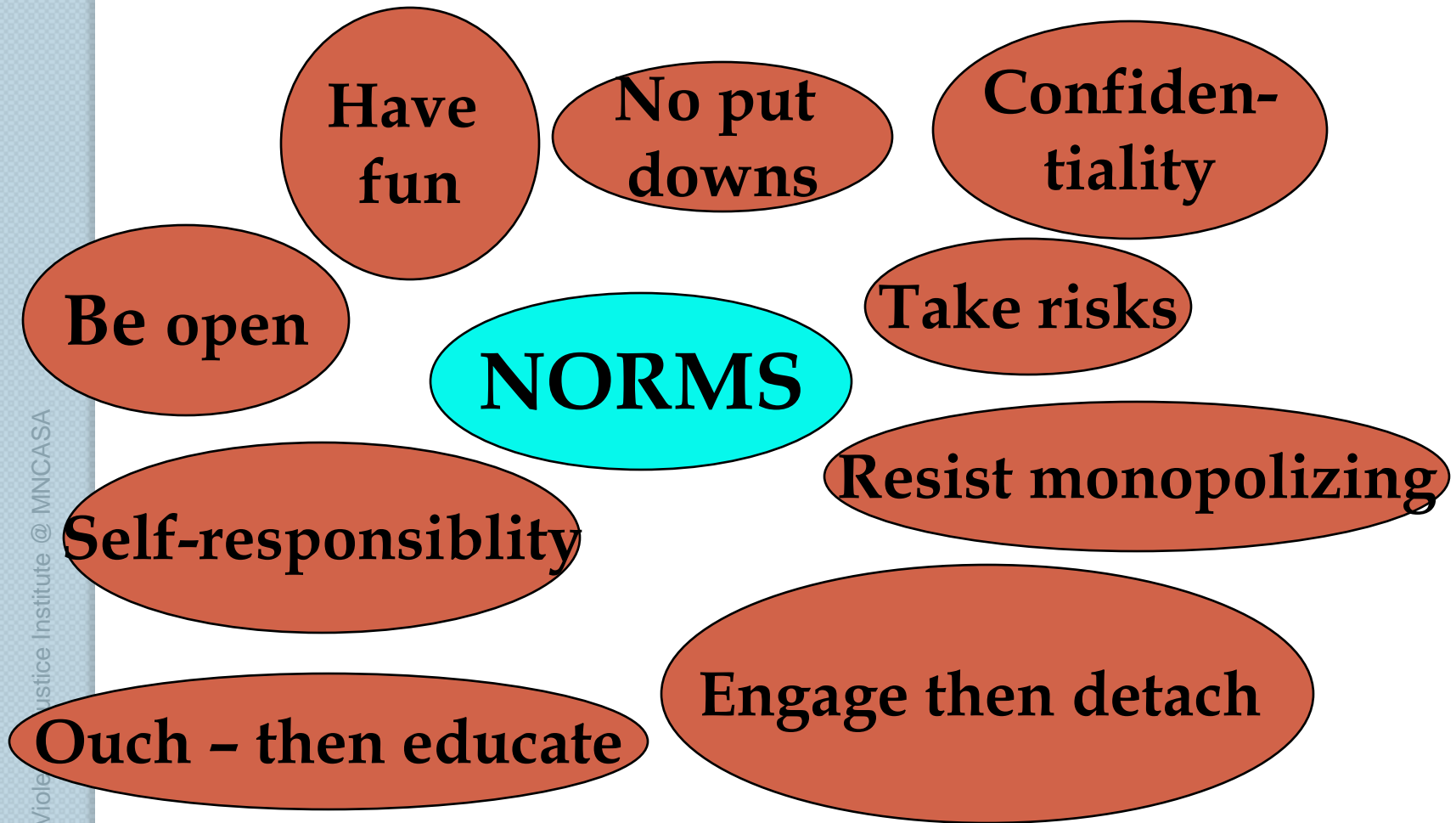
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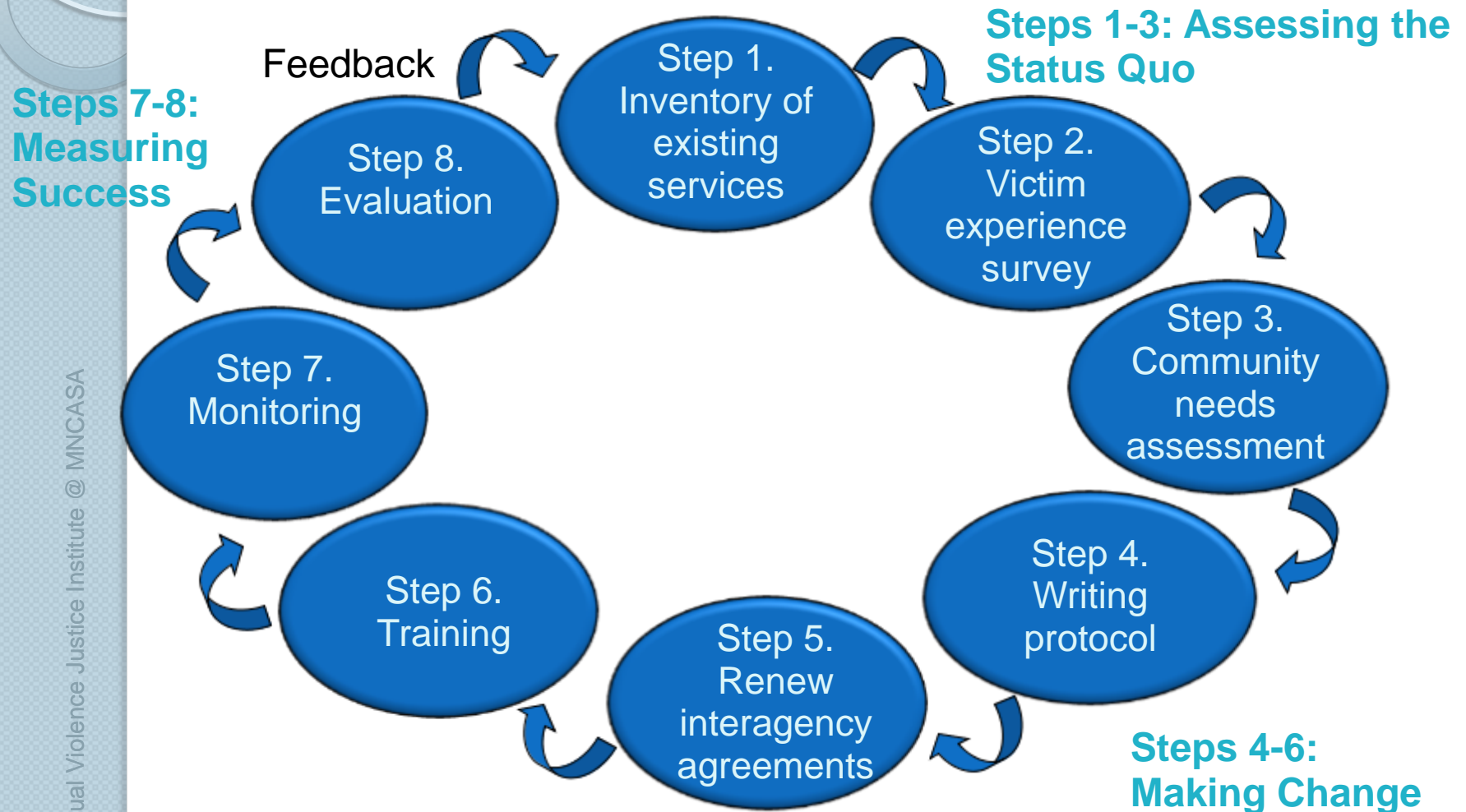


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Norms



Protocol Development Cycle: A Cyclical Process



Tools to work with exchanges

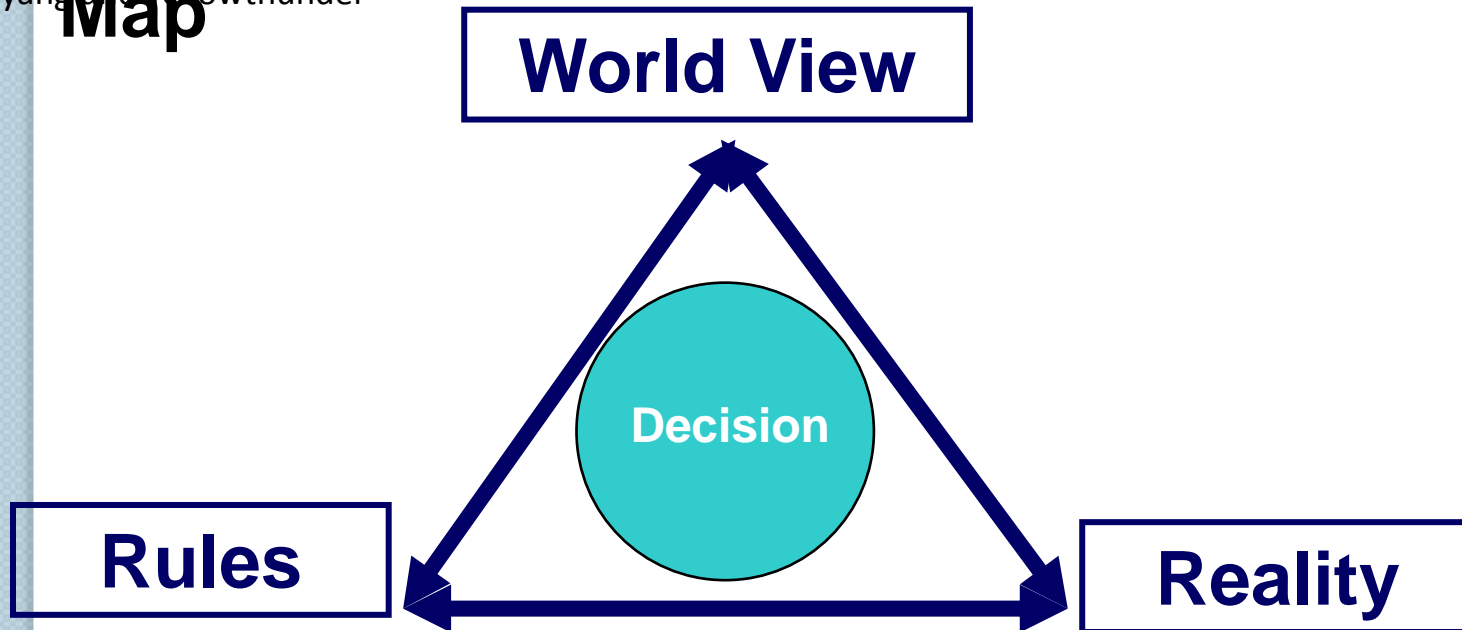
- Decision Map
- Conflict Circles Process

When we face decisions, we need to balance...

Decision

By Eoyang and Yellowthunder

Map



A Team Example

- Understanding mandated reporting and a minor's right to confidential care.

Worldview

- Our cognitive frameworks. How one looks at the world
- The stories we tell ourselves and others about the way things are and why.
- The filters we use to understand reality.
- Our own, personal, subjective truth.

To bridge across differences in **worldview** you **tell stories and disclose your own worldview** to others.

Worldview

Attorneys	Teen Pregnancy Providers	Advocates
Prosecuting “age-based” sexual assault is good public policy. Adopting a practice of liberal reporting helps protect the County from lawsuits	Teen parents benefit from services. The requirement to report interferes with the helping relationship	Teens and their parents should be empowered to make decisions in their own best interest

Rules

- Guidelines for action.
- Includes formal (laws, policies & procedures) and informal (social norms).
- Normative truth arising from negotiated agreement.
- To bridge across differences in **rules** you *inform others of your rules* and *reinforce those who make their different rules explicit*.

Rules

Attorneys	Teen Pregnancy Provider	Advocates
MN Statute 626.556	MN Statute 626.556	MN Statute 626.556
“When in doubt report”	“Don’t Ask; Don’t Tell”	“Honor the victim’s choice”
Attorney Ethics and MN Rules of Law	Data Privacy & Social Work Ethics	Data Privacy & Social Work Ethics

Reality

- The specific circumstances we find ourselves in.
- Our present environment.
- The way things are.
- Objective truth – observable, evident

To bridge differences in **reality** you *measure your performance* against clear criteria and you *report your findings*.

Reality

Attorneys	Teen Pregnancy Provider	Advocates
County prosecutor retains charging authority. Teens & parents don't always make decisions that are in the best interest of the child.	Our services are voluntary. The requirement to report is a barrier to the involvement of fathers.	Communication with an advocate is privileged and the crisis line must be confidential. The medical center has stated they cannot in good faith refer to our program if reports that don't fall under the statute are made.

Using the Decision Map

- “Lay your cards on the table:”
 - Develop a series of questions/offerings that allow people’s maps to become clear
- Build a bridge:
 - BRIDGE gaps between two or more maps
 - Bridge on *reality* by gathering data and measuring
 - Bridge on *worldview* by telling stories
 - Bridge on *rules* by making your rules explicit and asking others to do likewise

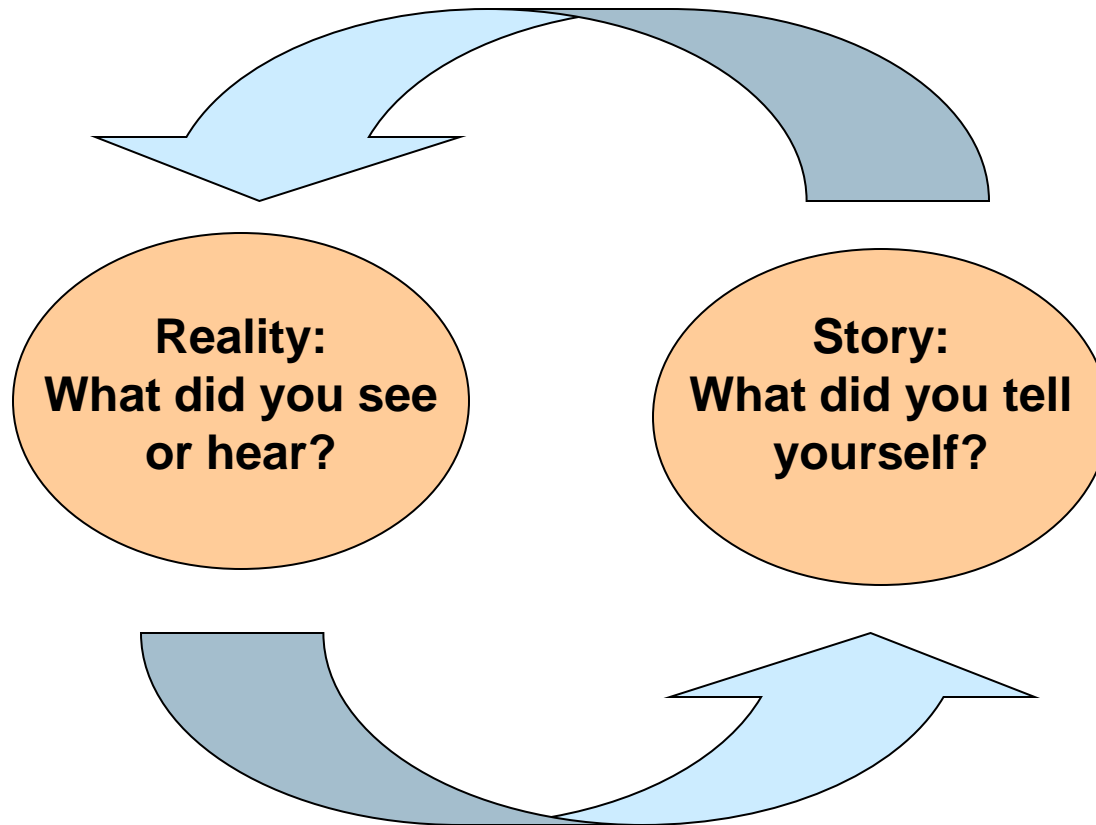
Use it to inform action:

- Change strategies (change rules, change realities?)
- How we train?

Conflict Circles Process

- Options for intervening at the individual level
- With formal facilitation people re-focus on differences that matter and talking about them in productive ways
- *From Chaos to Coherence: A Tool to Manage Conflict*, Glenda Eoyang. www.hsdinstitute.org

Conflict Circles Model



Conflict Circles Process

1. Each party describes their reality and their story.
2. Each one composes three questions for the other.
3. Differences in reality are researched and resolved.
4. Both meet together and alternate asking and answering questions.
5. The meeting ends with action planning for both.

What aspects of the conflict belong in each of the circles?

What have I seen and heard?	My story about what I've seen and heard
A medical provider is observing the forensic interview from another room	The medical providers don't trust my skills as a forensic interviewer.
The interviewer was not informed that they would be viewing the interview.	The medical providers' failure to disclose and ask permission prior to the interview happening is unprofessional .
The family is not informed about who will view the interview.	The medical providers haven't been trained in the forensic interviewing model and won't appreciate the technique.
The medical provider was directed not to make any comments to the interviewer during the interview	They were being sneaky

When to use this approach?

- Managing myself
- Personality conflicts

Conflict

Agreement

Which is better?

Conflict

Agreement

Mismanaged (-)	Managed (+)
Fighting	Learn
Exhaustion	Adapt
Isolation	Grow
Loss of Energy & Focus	Attention to the differences that make a difference
	Transformation and innovation—finding a third way



Which is better?

Conflict

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Agreement

Mismanaged (-)	Managed (+)
Blaming & scapegoating	Sense of belonging
Irritation with others	Real assessment of risk and learning cycles
Deterioration of project progress	Shared meaning and understanding
Sabotage, lack of follow-through	Coherence
Collusion	Transparency

Which is better?

When Agreement is Problematic

When groups take action that contradicts what the members of the group silently agree they want or need to do.

The Abilene Paradox



Signs a Group Has Arrived

- Deteriorating project status
- Blaming and scapegoating
- Irritation with others



Materials from CRM Learning

Characteristics of Groups “on the Road to Abilene”

- Individuals agree, in private, about the nature of the problem.
- Individuals agree, in private, about suitable steps to a solution.
- Once in a group, individuals fail to communicate their concerns, opinions, and reservations.

Groups on the Road, continued

- Decisions are made based on inaccurate “data”.
- Members experience frustration, anger, and irritation with each other.
- The problem intensifies until the cycle is broken.

More familiar examples?

- Agreement to start or sit on a team, but no real expectation to change anything (going along to get along)—assigned by department administration
- Agreement to collaborate with another agency/department on a project for appearances only

“....an understanding of and agreement about the goals of the team effort...should be easy because, after all, everyone wants the same thing, don’t they?

The fact is that everyone does not always want the same thing...failure of the team initiative can result from the inevitable disillusionment that follows a beginning in which everyone seems to be in apparent agreement that they all share the same goals.”

Problem Solving Orientation to Conflict

- Conflict is a problem to be solved.
- A problem exists because of an incompatibility of needs or interests.
- The ideal outcome to conflict is to solve the identified problem.

Transformational Orientation to Conflict

- Conflict is an opportunity for growth
- Parties are confronted with a challenge to learn on an individual and relational (team) level.
- The ideal outcome to conflict is to help transform the individuals (team members).

We approach the world

- With questions, rather than answers
- Paying attention to the dynamics of a challenge rather than its outcomes, process, or symptoms
- With openness that brings people together in ways that emphasize assets rather than rigid expectations and stereotypes
- Recognizing, in every moment, in every interaction, in every decision, in every action, the potential for learning and growth rather than the intent to merely fix what's broken

References & Resources

- Abilene Paradox , Jerry Harvey, Ph.D. Film and Workshop Guide, www.crmlearning.com
- Human Systems Dynamics Institute
www.hsdinstitute.org
 - From Chaos to Coherence: A Tool to Manage Conflict by Glenda Eoyang (www.hsdinstitute.org)
 - Be A STAR: A Tool to Assess and Maintain Team Effectiveness by Glenda Eoyang (www.hsdinstitute.org)
- Improving Community Response to Crime Victims: An 8-Step Model for Developing Protocol (Boles & Patterson, 1997, Sage Publications)
- Sexual Violence Justice Institute @ MNCASA
svji@mncasa.org