

The Drug Court Team
Roles and Responsibilities




teamwork.

If you want to go fast,
 go alone.

If you want to go far,
 go together.

-African Proverb

Common
Treatment Court Questions

What information should be shared with the team?

How should the team resolve philosophical differences?

How does the team manage information that comes from participants?

How should the team weigh what is best for the individual participant while protecting the integrity of the program?




Role Conflict

- ✓ **Law enforcement and prosecutors**
How to handle information about drug dealing and other crimes
- ✓ **Treatment clinicians**
How to protect the therapeutic alliance while sharing information with the team
- ✓ **Defense bar**
How to be a zealous advocate while participating in team decision-making



Ask Yourself

Why is discussing team roles important?



Role Conflict

- | Team conflict can arise from a **lack of understanding** of how one's role on the team impacts how decisions are perceived
- | Teams that swing too far one way or the other in terms of deferring to a particular discipline's perspective may **lose the support** of other team members
- | **Balance is important**



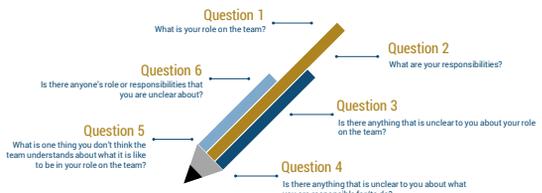


Choosing to impose a jail sanction may concern a treatment team member because of a concern that jail may undo a therapeutic gain

Choosing not to impose a jail sanction may concern a prosecutor or probation officer who must consider public safety



Activity
Roles and Responsibilities



Question 1
What is your role on the team?

Question 2
What are your responsibilities?

Question 3
Is there anything that is unclear to you about your role on the team?

Question 4
Is there anything that is unclear to you about what you are responsible for/to do?

Question 5
What is one thing you don't think the team understands about what it is like to be in your role on the team?

Question 6
Is there anyone's role or responsibilities that you are unclear about?



Team development.

Ask Yourself

What are the behavioral patterns of a team?



NCSC
National Cyber Security Centre

Stages of Team Development



Forming ● Storming ●

Performing ● Norming ●

NCSC
National Cyber Security Centre

Stages of Team Development Forming

Team Behaviors

- The polite stage in which the group is initially coming together
- The purpose and goals of the team are unclear
- Extraverted outspoken members may rapidly assume a leadership role
- Members are cautious – they don't initiate or take responsibility
- Members are dependent on directive leadership

Treatment Team

- Build a sense of common purpose
- Establish expectations of team members
- Understand team member's interests and skills
- Leader provides direction to the team process



Stages of Team Development Storming

Team Behaviors

- Honeymoon is over – differences and confusion arise over goals and roles
- Members begin vying for positions and control within the group
- A period of "testing-out" the leaders
- Questions arise about what the rules are
- Group leader has to be willing to acknowledge conflict and manage it
- Team resists suggestions to improve
- This is the most uncomfortable phase of the team's life cycle

Treatment Team

- Involve everyone in the discussions
- Inquire into differences and encourage all ideas and perspectives
- Define the norms of the team
- Leader must raise difficult issues and help the team through the struggles



Stages of Team Development Norming

Team Behaviors

- The team starts to work well together
- People know where they fit in and what is expected of them
- Group can readily slip back into storming stage, but it happens less and the team bounces back to "norming" quicker
- Team members start to feel very positive about their roles and the team
- Team members learn to express criticism openly and constructively

Treatment Team

- Develop ways to share information and feedback
- Work toward consensus on issues
- Have open forums on tasks and relationship
- Leader must create opportunities for others to lead



Stages of Team Development Performing

Team Behaviors

- Work and progress commences on the basis of a relatively stable group structure
- Moving in unison, toward goals
- Team cohesion and identity exists – new team members can join with little regression
- The team self-manages and requires little external direction
- Members better understand each other's strengths and weaknesses and how they contribute to the success of the team's outcomes

Treatment Team

- Continuously seek to improve relationships
- Celebrate successes – reward positive team behavior



Successful Teams

Have strong and principled leadership

Maintain a collaborative climate

Have competent team members

Establish high standards for team members

Receive external support and recognition





Five Team Challenges

- Absence of trust
- Fear of conflict
- Lack of commitment
- Avoidance of accountability
- Inattention to results



Orienting New Team Members

Who introduces new team members to...

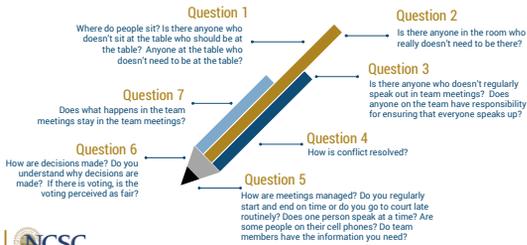
- The program philosophy?
- The way the program operates?
- Roles of team members?

How will team functioning be introduced to the new team members?

Who guides the orientation of the new team members?



Activity Assess Your Team



Managing Conflict

- Put out fires quickly
- Prevent problems from becoming individualized or focused on a particular person or agency
- Seek to understand the issue without personalizing it
- Recognize positive, good work frequently



Invest in Your Team



- Have the tough conversations**
 - Don't avoid discussing conflict
 - Hold the team accountable
- Invest in your team**
 - Schedule half-day retreats at least twice a year to review policies and procedures
 - Visit other treatment courts together
- Have fun together**
 - Create rituals
 - Celebrate team successes
 - Schedule activities outside of the office



Thank you.
