

# Working Effectively with a Treatment Team

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# Disclosure

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# Disclaimer

Dr. Marshall used to work for the Department of Veterans Affairs. The views expressed in this presentation are solely those of the presenter and do not represent those of the Veterans Health Administration, the Department of Defense, or the United States government. Dr. Marshall has no other conflicts of interest to disclose.

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# Learning Objectives

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Individuals attending this presentation will come away understanding:

1. How setting clear team policies, procedures, and behavioral expectations (i.e., goals) helps a treatment court function.
2. The basic communication skills that are desirable when working within a team setting.
3. How to examine their own personal reactions (i.e., motivation) and how they play a role in team dynamics.

# Questions for Reflection and Discussion:

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- Why are teams utilized in the workforce?
- Why is team communication important to the functioning of our treatment courts?
- Describe for me the important ways in which team communication takes place in your treatment courts?
- What can happen when we have communication failures?

# Critical: Setting Team Expectations and Norms

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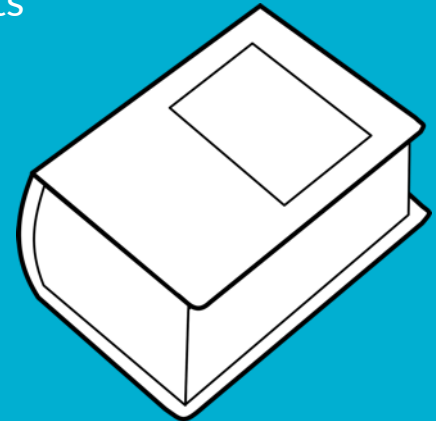
Example: The Worst Group  
Therapy Experience Ever

Also Known As: Chaos Around a  
Conference Table



# It's Critical: Setting Team Expectations and Norms

- Best practice is that we have a handbook for treatment court participants to set expectations for them. But, do you have one for your team members?
- Given the high levels of turnover, and differences in team culture from one court to another, it is imperative that new team members be brought up to speed quickly. A handbook is the first step in that process.
  - Set expectations immediately when a new team members starts
  - Keep expectations realistic
  - Set SMART goals
  - Set expectations to outcome metrics
  - Review employee performance regularly
  - Be open to collaborating on expectations

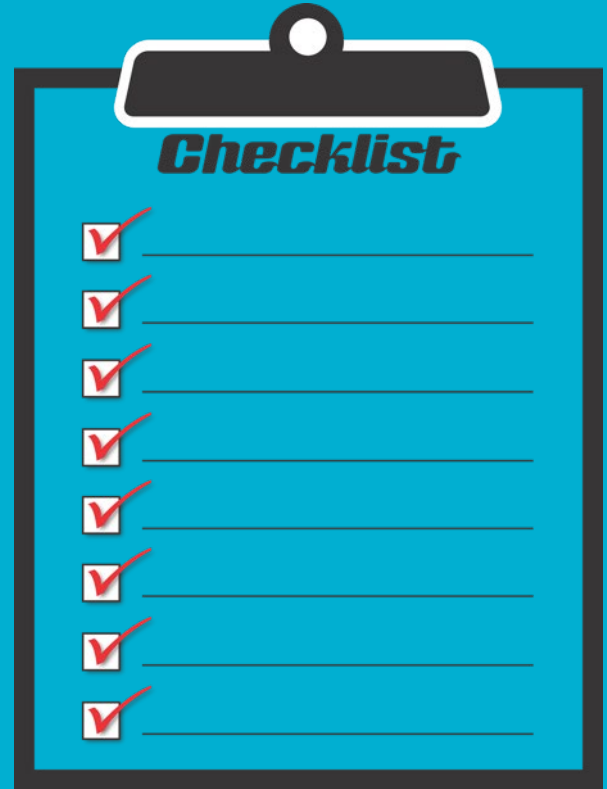


(Wooll, 2022)

# A Handbook Might Include:

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- Team culture and values
- Workplace conduct
- Attendance policies
- Dress codes
- Health and safety guidelines
- Performance evaluation processes
- Reporting procedures for grievances or concerns
- How the team views and handles remote work
- Common workplace procedures and instructions





# Research on Team Communication: What We Know

- **Definition:** Information sharing verbally or nonverbally (e.g., email) between two or more team members.
- Team communication is **necessary for effective team performance** (Marks, Zaccaro, & Mathieu, 2000; Warkentin & Beranek, 1999).
  - Communication enhances team performance via facilitating and improving critical team processes such as **coordination** and **strategy formulation** (Marks, Mathieu, & Zaccaro, 2001).
  - Likely also directly relates to team performance because it **distributes critical, task-relevant information** to team members (Salas, Sims, & Burke, 2005).

# Research on Team Communication: What We Know

- Quality of team communication was found to have a significantly stronger relationship with performance than frequency.
- Authors note, “...too much communication may impart **unnecessary noise** that mitigates, rather than enhances, performance.”
  - Communication quality demonstrates a stronger relationship with performance because it enables team members to **gather pertinent information** necessary to task completion while **minimizing confusion**.

# Research on Team Communication: What We Know

- Across team types and functions, team communication ranks incredibly high in terms of determining team performance.
- As team member familiarity increases, team communication becomes even more important for team performance (especially in face-to-face workplaces).
- **Information elaboration** has the strongest relationship with performance.
  - Degree to which individuals thoroughly elaborate on information they share with team members.
- Followed by **knowledge sharing**.
  - Extent to which team members share their knowledge or expertise with other team members.

# Types of Communication

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1. Leadership communication
2. Upward communication
3. Updates
4. Presentations
5. Meetings
6. Participant and Stakeholder communications
7. Informal interactions



# Why Improve Workplace Communication?

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1. Better engagement
2. Increased morale
3. Improved productivity
4. Reduced churn
5. Greater loyalty
6. Better collaboration
7. Fewer workplace conflicts
8. Greater motivation



# Practices for Improving Communication Skills

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## 1. Think it through

- Why are you communicating?
- Who is the receiver, audience, or participant?
- What is your goal or objective?
- What do you want the recipient to do as a result of the communication?
- What format will best accomplish your goal?



# Practices for Improving Communication Skills

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## 2. Revise and practice

- Revise written communication repeatedly for simplicity and ease of understanding
- Practice communication, particularly if you feel like it will be tricky or uncomfortable

# Practices for Improving Communication Skills

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## 3. Seek feedback

Ask a few trusted co-workers and your manager to rate your communication skills. Start by asking them to rate (i.e., on a scale of 1-10) your written and spoken communication separately. Then ask these 3 questions:

- What one thing should I start doing to communicate better with you?
- What one thing should I stop doing in my communications with you?
- What one area or skill should I work on to improve how I communicate in this organization?



# Practices for Improving Communication Skills

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## 4. Up your conflict management game

- Soft startup for conversations
  - Tone matters
- Use “I” statements instead of “You” statements
  - “I’m feeling frustrated with the progress on this project.”
  - “I’m concerned about this participants lack of progress in treatment.”
  - “I feel disrespected when team members are not prepared for staffing.”
- Describe what is happening, but avoid judgment
  - “Our implementation of incentives and sanctions is inconsistent.”
  - “Our graduation timelines are much longer than the national average.”
- Be polite and appreciative
- Don’t store things up



(Lisitsa, n.d.)

# DEARMAN: A strategy to improve the odds

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D - Describe

M - Mindful

E - Express

A - Appear

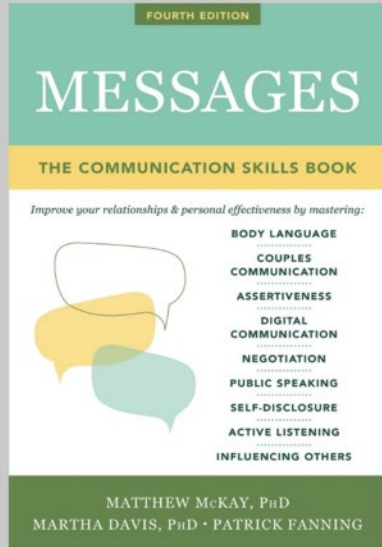
A - Assert

Confident

R - Reinforce

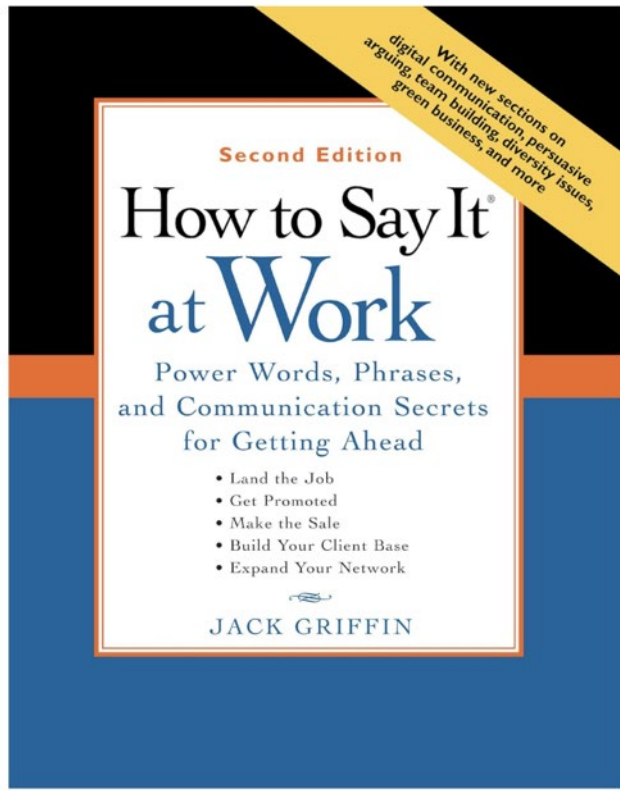
N - Negotiate

# Resources for Better Communication Skills



Read How You Want  
YOUR CUSTOMIZED BOOK SOURCE

16



Updated with New Approaches for Today's Communication Challenges  
**OVER 5 MILLION COPIES SOLD**

## crucial conversations

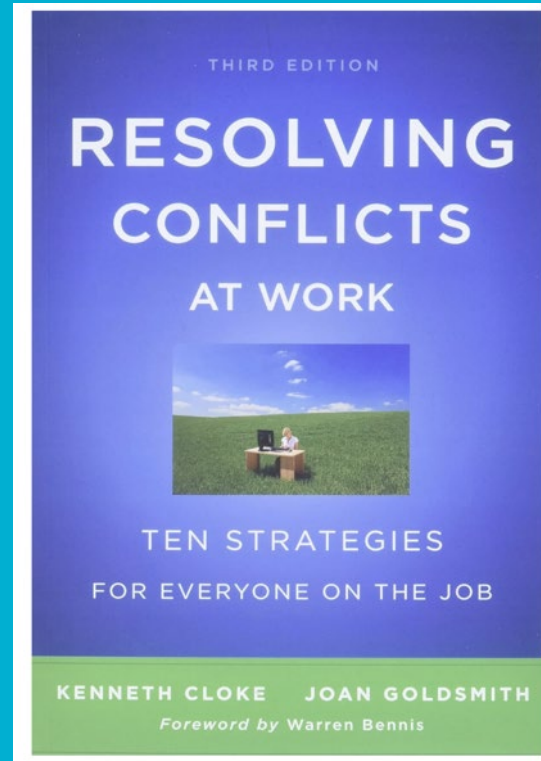
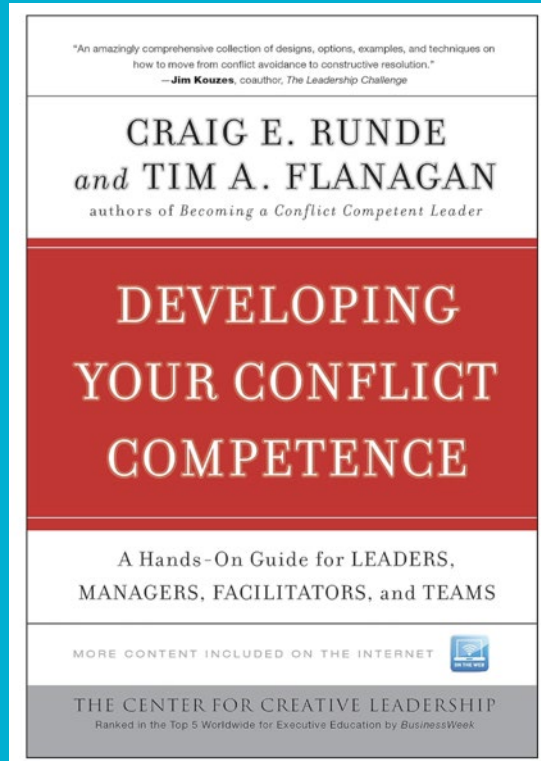
THIRD EDITION



**TOOLS FOR TALKING WHEN  
STAKES ARE HIGH**

JOSEPH GRENNY • KERRY PATTERSON • RON McMILLAN  
AL SWITZLER • EMILY GREGORY

# Resources for Better Conflict Management



Time for some **RADICAL HONESTY!**



# Questions for Reflection: Personal Characteristics and Team Dynamics

1. How was communication and conflict managed in my family, community, culture?
2. Do I have any strengths or limitations that make communication and conflict management easier or more difficult for me?
3. How well can I anticipate and predict possible causes for confusion and miscommunication, and how good am I at dealing with them upfront?
4. How often do recipients fully understand my messages, emails, or other documents? Do I give enough information and detail?
5. Do I ask questions when I don't understand something, or do I keep it to myself?

# Questions for Reflection: Personal Characteristics and Team Dynamics

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6. Do people often misunderstand my messages? Am I often surprised that they don't understand what I am saying?
7. Is it easy for me to understand someone else's point of view during a conversation?
8. Do I think about how my responses will be perceived by others, or do I speak without thinking?
9. Can I use communication platforms such as email to quickly and efficiently communicate complex issues?
10. Do I find it difficult to see and read people's body language?
11. Do I struggle to find the right words to convey my message?
12. Do certain types of communication styles or messages make it difficult for me to receive them?

AUTHOR OF THE *NEW YORK TIMES* AND  
*WALL STREET JOURNAL* BESTSELLER

*EMOTIONAL INTELLIGENCE*

DANIEL  
GOLEMAN

"A thoughtfully written, persuasive account explaining emotional intelligence and why it can be crucial to your career."—*USA Today*

Working with  
Emotional  
Intelligence



—You cannot control the people you interact with at work. All you can do is craft and deliver your message in a way that makes you proud of how you conducted yourself.



Questions?

Final  
Thoughts

Thank  
You!



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