

A large, rounded, grey rock is balanced precariously on a smaller, narrower rock base. The rock is the central focus of the image. In the background, there is a vast landscape with rolling hills, a large blue lake, and mountains under a cloudy sky. A wire fence with wooden posts is visible in the foreground, partially obscuring the base of the rock.

Listening Louder:

***Establishing an Authentic Relational Stance in
Wraparound's Helping Partnerships***

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Relational Stance

- Foundation of effectiveness for initiating helping partnerships
- Consciously established and thoughtfully maintained
- Describes how we present ourselves
- Reflects the way we see ourselves, our efforts, and the people with whom we interact

Today's Workshop

- A chance to reflect on what we do when we do wraparound, why we do it, who we do it with, and who we are in this context
- Explore ways to improve our relational stance and become more consistent in how we maintain it throughout our daily interactions

Paying Attention to Our Stance

- Every time we interact with someone we do so from some sort of a relational stance
- But how conscious are we of what that stance is?
- How much of that stance is intentional and authentic?
- How consistently is it maintained over time and from one person to another?

Working on Your Stance

- Stance is important in many different activities:

Boxing



1. Not too close or far.
2. Not too squared or sideways.
3. Good balance and mobility.

Golf



Yoga



Listen Louder

Sales



Listen Louder

Helping Partnerships



Wraparound's Partnerships

- Most helping partnerships are dyadic or follow narrow channels:
 - Teaching
 - Therapy
 - Health care
- Wraparound generates multiplex partnerships
 - Centered on families
 - But connecting many parties, purposes and protocols
- So our relational stance when initiating Wraparound requires special attention

Choosing Your Stance

- Each of us will have a slightly different stance based on our personalities, gifts and experience, and our sense of the partnership we are building
- In general, however, our relational stance should find a point of balance between:
 - Stability and Flexibility
 - Listening and Leading
 - Telling and Hearing
 - Helping and Challenging
- And should help us connect quickly with people from widely different perspectives

Defining Your Stance

- William Madsen promotes a relational stance of being an “Appreciative Ally.”
- It is one in which we “position ourselves in alliance with people and in which people experience us as being ‘in their corner’, or ‘on their side’”
- But that’s only one example
- The upcoming exercises are designed to help you think more reflectively about your stance so that you can snap back to it for each encounter

What Kind of Helping Partner Are You?

- In Wraparound our relational stance has three elements:
 - Our understanding of both the ‘why’ and the ‘how’ of Wrap’s helping partnerships
 - Our sense of ourselves and how we think people see us in the context of these partnerships
 - How we present ourselves to the people we invite into partnership
- The following exercises are designed to help you clarify each of these dimensions of your relational stance

What Kind of Partnership Do You Provide?

- Break up into groups of 2 or 3
- Take a moment to introduce yourselves by briefly describing the type of helping partnerships you are involved in
- Then describe what it looks like when these partnerships are effective
- Finally identify one factor in the way these partnerships are developed that contributes to producing positive results and one factor that tends to impede positive results

How You Help

Use a chart like the one below to record each group member's examples of the helping partnerships they are in.

| Who You Partner With | How Help Happens in the Partnership | What Good Results Look Like | What Contributes to Good Results | What Impedes Good Results |
|----------------------|-------------------------------------|-----------------------------|----------------------------------|---------------------------|
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Style and Stance

- To be authentic, our stance – the way we present ourselves to others – has to be aligned with our style – our basic personality
- The basic styles from the Meyers-Briggs and similar personality tests are:
 - Introvert and Extrovert
 - Sensing and Intuiting
 - Thinking and Feeling
 - Judging and Perceiving
- They don't say who we are, and don't take into account how different we can be in different situations
- But they do give us a way to think about the gifts we bring to helping partnerships and how to mold a stance based on those gifts

Exploring Our Sense of Ourselves as Helping Partners

- Now that you've described the helping partnerships you offer, take a moment to describe yourselves as a member of these partnerships
- Using the examples from the next slide as a starting point, describe your particular style as a helping partner
- Given that style, what relational stance seems to be the most authentic and effective for you?
- Suggest a fictional or real-life person who exemplifies the stance you prefer

Helping Styles

| | | | |
|--|---|--|--|
| <p>ARCHITECT Strategic thinker able to develop detailed plans of action</p> | <p>DESIGNER Innovative inventor, always looking for new solutions</p> | <p>COMMANDER Imaginative and bold leader always finding a way to make it work</p> | <p>INVESTIGATOR Smart and curious, loves to sort out complex challenges</p> |
| <p>ADVOCATE Thoughtful yet tireless in working to make things better</p> | <p>MEDIATOR Eager to help a good cause, yet able to see both sides of an issue</p> | <p>PROTAGONIST High energy leader able to engage and rally a group or team</p> | <p>CAMPAIGNER Sociable and creative, can always find a hidden strength</p> |
| <p>LOGISTICIAN Practical, organized, able to analyze and coordinate resources</p> | <p>DEFENDER Dedicated and warm, always ready to take care of others</p> | <p>EXECUTIVE Solid administrator, great at managing tough situations</p> | <p>CONSUL Very social, eager to help and to make new connections</p> |
| <p>FIXER Bold and practical, good at finding the right tool for the task</p> | <p>ADVENTURER Flexible, eager and able to try something new</p> | <p>ENTREPRENEUR Smart, energetic and perceptive, loves living on the edge</p> | <p>ENTERTAINER Spontaneous and enthusiastic, brings positive energy</p> |

Adapted from 16 Personalities by NERIS Analytics

Who Do You Partner With?

- In the first part of this exercise you told your group the basics of the kinds of the helping partnerships you participate in or initiate
- Now take a moment and think of one thing that you've learned about the nature of the needs of the people with whom you partner that has impacted how you carry out your role in this partnership
- How is this learning reflected in the relational stance you bring to each encounter?

Exploring Partnership

| Type of helping partnership | Nature of partners' needs | Impact on carrying out your role | What this taught you about your relational stance |
|-----------------------------|---------------------------|----------------------------------|---|
| | | | |
| | | | |
| | | | |
| | | | |

Listening Louder

- Paying attention to:
 - What we are saying and doing, and
 - What the people we partner with are saying and doing
- And then reflecting thoughtfully on the dynamics of our actions in building helping partnerships
 - Do we project a sense of appreciative acceptance?
 - Are we connecting well enough to invite others to join in an action-oriented partnership?
 - Are we making room for people to tell us their story?

Key Points in Setting the Stage for Effective Partnerships

Questions to Consider

- Are there personal experiences that have caused you to respond the way you have to a particular person's perspective?
- Even if it's hard for you to maintain an appreciative stance, what might you do to communicate that you are open to the position being communicated?
- How could you let the person know you "get" their position and how they came to it?
- What resources can you think of to help you manage your relational stance, even when you're challenged?

Things to Remember

- Starting with a stance of appreciation and acceptance is the foundation of Wraparound
- Observe and manage your personal biases as they come up
- Be prepared to continue to work on your own approach to forming partnerships

Monitoring Your Stance

- Here are three ways to keep track of your stance and make sure you are in balance:
 - Your voice
 - Your stomach
 - Your arms and hands
- What are some other cues you've learned for keeping track of how you are interacting in building or participating in a helping partnership?

Activity: Maintaining an Appreciative Stance

Arrange these situations from most challenging to you personally to least challenging

- A. A mother says that she doesn't want her child to attend college but to get a job instead. The young person says they want to go to college because their dad says it's the right thing to do. The father lives far away.
- B. A 17-year-old youth says they are just going to wait to get through the Wraparound process until they're 18 and can do what they want. They refuse to speak during team meetings.
- C. A father keeps his teen-aged son's life highly structured and refuses to get him involved in community activities. The father believes that letting his son participate in those activities would be rewarding bad behavior.
- D. An older brother says that he thinks that the family would be better off if his younger sibling living with behavioral health challenges were placed out of the home in a residential treatment program. He says, "Everyone would be happier anyway without HIM around."
- E. A grandfather says that he knows that you're going to talk about his granddaughter's "issues" but as far as he's concerned those issues can be straightened out with a heavy hand.
- F. Adoptive parents say that they aren't sure they can continue with the adoption and are thinking about relinquishing their custody.

Elements of the Wraparound Stance

- **W**elcoming
 - Share information about the process and the partnership
 - Gather information about strengths and needs of the family
- **R**eassuring
 - Host a conversation that communicates interest and openness
 - Attend to biggest concerns of the family and other team members
- **A**ccepting
 - Notice, remark on and seek out strengths and opportunities
 - Communicate enthusiastic curiosity
- **P**artnering
 - Find a friendly connection
 - Seek out something relatable in each family and team member

Activity

- Discuss whether each of the following vignettes is an example of the Welcoming, Reassuring, Accepting, or Partnering element of the Wraparound Stance.

Vignette 1

- During initial conversations with a parent, they say that they're not sure that Wraparound will work for their family. They don't think they would be able to sit at the table with their ex, the child's other parent. You indicate that much of Wraparound is about managing different perspectives and that you have ideas about how to keep that working.

Vignette 2

- You are getting to know the family by having an initial conversation. You notice a banjo in a holder in the front room and ask the parent if they play. They say “no”. You then ask what the story is on the banjo and they tell you that their grandmother used to play and actually performed at the Grand Ole Opry. You tell them that you’ve never met anyone with a family member who performed there and ask them to tell you a little about that family member.

Vignette 3

- During your first conversation with the family, the parent and youth indicate that they've tried everything and don't really think this will work either. They tell you they're getting tired of all of these system ideas that don't seem to work. You use that opportunity to ask them about who in their family or of their friends would make those system responses different. You then develop a plan about how to get those people to your first team meeting.

Vignette 4

- During your initial meetings with the family, the child's parents tells you that they are not sure they can go on. They are wondering if they should perhaps make a move to have their child placed in residential care. You indicate that this is not unusual and ask the parents, "what do you hope that going into residential would do to help your child?"

Steps in Building A Wraparound Relational Stance

Must Have

Ability to see all family and team members as people and consider them as doing the best they can

Should Have

Ability to consider each family and team member's motivation from a positive perspective in developing understanding

Good to Have

Ability to develop a sense of appreciation for each family and team member and their point of view

Best to Have

Ability to communicate a sense of appreciation and acceptance in all interactions with and about the family

Improving Wrap's Impact

- At the Hello Stage
 - Stance creates the initial effect
 - Do families and invited team members feel like partners?
- In the Helping Stage
 - Your stance shapes the group's flavor
 - Why are we here, what are we doing, how does this work?
- During the Healing Stage
 - Stance maintains the group's energy
 - Plan A might not have worked, but look what we learned
- As the Hope Stage unfolds
 - Stance creates the bridge to tomorrow
 - How many new Hellos has Hope enabled?

Sustaining Your Stance

- We're not robots nor are we tragic heroes
- We do have to show up every day and do the best we can with maximum effect and minimum drama
- Defining a few key elements of our relational stance provides us with the cues we need to re-center as we step into a new encounter
- Whether your style is to think too much before starting – or to not think enough ...
- Think of a mental reminder that can bring you back to the way you want to be

Reflection

- What fictional or real character reminds you of the relational stance you want to maintain when doing Wraparound?
- What cues help you remember how to establish and hold that stance?
- What cues tell you when you are starting to move off balance?