
The Power of Groups

Using Motivational Interviewing



Stephen R. Andrew, LCSW, LADC, CCS, CGP
Health Education & Training Institute
25 Middle Street
Portland, Maine 04101
(207) 773-3275
heti@gwi.net
www.hetimaine.org

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This is a collection of material relating to the issue of the Power of Groups compiled from the files of Stephen R. Andrew, Consultant/Trainer. If you would like further information about any of the articles or information contained in this booklet or if you are interested in our doing a workshop in your area, please contact:

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Biography

Stephen R. Andrew LCSW, LADC, CCS, CGP is a Storyteller, Trainer, and CEO (Chief Energizing Officer) of Health Education & Training Institute. Stephen maintains a recovery-focused private practice in Portland, Maine and facilitates a variety of young person, men, co-ed, couple and caregiver groups. He presents workshops for social service agencies, substance abuse counselors, and other groups on adolescents and adults & addiction, dual diagnosis, men's issues, and family and group work. He is clinical facilitator and founder of InnerEdge, a recovery-focused outpatient agency and also the co-founder of the Men's Resource Center. Stephen is a former Substance Abuse Coordinator for a public school system, the former Executive Director of an adolescent prevention treatment agency, and founder of a recovery camp for adults and a family camp. He is a member of the International Motivational Interviewing Network of Trainers (MINT). He is the creator of the *Spirit Wind* CD series. And, first and foremost, he is the proud father of a 18 year old son, Sebastian.

Permission to distribute this information has been given by William Miller, PhD.

Resiliency

Developing a positive sense of self, a capacity for intimacy and feeling that life is meaningful.

- A stable, nurturing, emotional relationship
- The ability to cope with anxiety
- Self-awareness intelligence
- Self-intrinsic value
- Positive social support outside of the family
- Androgyny: the ability to break out of rigid, socialized gender roles

Values: What Matters Most

From the following list, identify the client's top values and mark them in order of priority

*ACCEPTANCE	To be accepted as I am	*INNER PEACE	To work hard and well in my life
ACCURACY	To be correct in my opinions and actions	INTIMACY	To share my innermost experience with others
*ACHIEVEMENT	To accomplish and achieve	*JUSTICE	To promote equal and fair treatment for all
ADVENTURE	To have new and exciting experiences	KNOWLEDGE	To learn and possess valuable knowledge
ATTRACTIVENESS	To be physically attractive	LEISURE	To take time to enjoy and relax
AUTHORITY	To be in charge of others	LOGIC	To live rationally and sensibly
*AUTONOMY	To be self determining and independent	LOVED	To be loved loved by those close to me
BEAUTY	To appreciate beauty around me	*LOVING	To give love to others
CARING	To take care of others	MASTERY	To be competent in my everyday activities
COMFORT	To have a pleasant and enjoyable life	MODERATION	To avoid excesses and find a middle ground
COMMITMENT	To make a long-lasting and deep commitment to another person	MONOGAMY	To have one, close loving relationship
*COMPASSION	To feel and show concern for others	ORDERLINESS	To have a life that is well-ordered and organized
COMPLEXITY	To have a life full of variety and change	PLEASURE	To have experiences that feel good
CONTRIBUTION	To make a contribution that will last after I am gone	POPULARITY	To be well-liked by many people
COURTESY	To be polite and considerate to others	POWER	To have control over others
CREATIVITY	To have new and original ideas	*PURPOSE	To have meaning and direction in life
DEPENDABILITY	To be reliable and trustworthy	REALISM	To see and act realistically and practically
DUTY	To carry out my duties and responsibilities	RESPONSIBILITY	To make and carry out important actions
ECOLOGY	To live in harmony and protect the environment	RISK	To take risks and chances
*FAITHFULNESS	To be loyal and reliable in relationships	ROMANCE	To have intense, exciting love
FAME	To be known and recognized	*SAFETY	To be safe and secure
*FAMILY	To have a happy, loving family	SELF-ACCEPTANCE	To like myself as I am
FLEXIBILITY	To adjust to new or unusual situations easily	SELF-CONTROL	To be disciplined and govern my own actions
FORGIVENESS	To be forgiving of others	SELF-ESTEEM	To feel positive about myself
FRIENDS	To have close, supportive friends	SELF-KNOWLEDGE	To have a deep, honest understanding of myself
FUN	To play and have fun	SERVICE	To be of service to others
*GENEROSITY	To give what I have to others	SEXUALITY	To have an active and satisfying sex life
*GENUINENESS	To behave in a manner that is true to who I am	*SIMPLICITY	To live with minimal needs
GOD'S WILL	To seek and obey the will of God	*SPIRITUALITY	To grow spiritually
GROWTH	To keep changing and growing	STABILITY	To have a life that stays fairly consistent
HEALTH	To be physically well and healthy	STRENGTH	To be physically strong
*HELPFULNESS	To be helpful to others	*TOLERANCE	To accept and respect differences
HONESTY	To be truthful and genuine	TRADITION	to follow respected patterns of the past
*HOPE	To maintain a positive and optimistic outlook	VIRTUE	To live a morally pure life
HUMILITY	To be modest and unassuming	WEALTH	To have plenty of money
INDEPENDENCE	To see the humorous side of myself and the	WORLD PEACE	To promote peace in the world

	world		
INDUSTRY	To be free from depending on others		* values most often selected

Types of Groups

	Relationship Group Psychotherapy	Therapeutic Support Group	Educational and Sensitivity Groups	Self-Help Groups
Leader(s)	Co-leaders, trained mental health professionals or CD counselors	trained mental health professional or CD counselor	variable	'recovering' group member, peer support
Participants	have had diagnostic evaluation and match to group	diagnostic evaluation or screening but less specificity to group	no evaluation	only criteria is the desire to stop addictive behavior
Therapeutic Contract	yes	yes	no	yes
Goals	define specific individual goals	goals more by nature of group	'personal growth' or developmental problem focus	all have the same goal - to achieve abstinence
Group Frequency	weekly	variable	once or a few times	every day
Duration	1 - 1 1/2 hours	1 - 2 hours	varies	1 - 2 hours
Course	long term (6 months - 2 years)	short term inpatient (1 week - a few months)	one time to a few weeks	for life
Process	individual dynamics interface with group dynamics	supportive or skill focused	directive leadership style	'working' of the 12 steps

Therapeutic Forces

If your group is not going well, chances are you would rate a number of these forces low. Depending upon what is wrong, you may need to reorganize the group due to its size or member composition, clarify the purpose, or screen out some disruptive members. A group cannot be effective if a number of these forces are rated low. It is the leader's responsibility to monitor the therapeutic forces of a group.

1. Clarity of purpose
 - a. for leader
 - b. for members
2. Relevance of purpose to the members' needs
3. Size of the group
4. Length of each session
5. Adequacy of the setting
6. Time of day
 - a. for leader
 - b. for members
7. Leader's energy and attitude
8. Level of goodwill on the part of the members
9. Member composition
10. Voluntary / Non-voluntary membership
11. Closed vs. open membership
12. Level of commitment of members
13. Level of trust among members
14. Members' attitude toward the leader
15. Leader's attitude toward the members
16. Leader's readiness to deal with groups
 - a. training and experience with individual counseling
 - b. training in group counseling
 - c. number and types of groups led
 - d. supervision and feedback received on leadership

What People Can Get From Group

They can:

- Learn to be in the here and now
- Make contact with and tolerate feelings
- Get feedback
- Learn to take risks
- Be honest and tell their stories
- Become more sensitive to other people
- Learn about closeness, warmth, and intimacy
- Learn and experiment with new skills of relating to the world

Ten Common Mistakes of Group Leaders

1. Not paying enough attention to the setting up of the group
 - the members, the purpose, the size, etc...
2. Not planning the sessions
3. Not having a dynamic opening to the first session
4. Not paying enough attention to the tone of the group
5. Allowing the group to be boring
6. Allowing the group to be superficial
 - not having an in-depth understanding of how to focus the topics at a deeper level
7. Allowing the group to focus on irrelevant topics
8. Allowing the group to focus on one person for too long
9. Conducting one-on-one counseling while other members watch
10. Not being willing to cut members off

The *Power* of Groups

sharing data

dialectical process

entering taboo areas

universality

mutual support

mutual demand

individual problem solving

rehearsal

installation of hope

strength in numbers

Group Work Skills

Sessional Tuning In

Sessional Contracting

Elaborating: Making the Story Fuller

Empathy

Sharing Worker's Feelings

Demand for Work

Pointing Out Obstacles

Sharing Information

Holding the Rim

The Endings and Transitions

Adapted from: Lawrence Schulman, *Mutual Aid Groups*, (1994, Columbia University Press)

Spiritual Themes, Core Experiences, and Avenues of Exploration

Pruyser's Themes	Core Spiritual Experiences	Possible Open Questions for Exploration
Awareness of the Holy	Awe Reverence	“What do you regard as sacred or holy?” “What gives you a sense of awe or wonder?”

	Bliss Joy	“For what or whom are you willing to make significant sacrifices?” “When in your life have you felt a deep sense of joy?”
Providence	Benevolence Trust Hope	“What do you imagine God is like?” “What image do you have about what happens after death?” “What or whom do you trust?” “What gives you hope?”
Faith	Deep Security Safety Courage Commitment	“To what or whom are you most committed in life?” “How safe do you feel in your life?” “What or whom do you believe in, have faith in?” “What things are you anxious about?”
Gratitude	Grace Blessing Forgiveness Contentment	“For what are you most grateful?” “When in your life have you felt truly blessed?” “When has it been hard for you to forgive someone?” “When have you experienced forgiveness from someone?”
Repentance	Remorse Regret Contrition	“In what ways could you be a better person?” “What things in your life have you regretted?” “When have you felt guilty or ashamed?” “When have you seen a need for change in yourself and done it?”
Connection	Belonging Caring Being loved Union	“In what ways do you feel connected to other people?” “Where do you feel most at home, like you belong?” “Whom do you care for?” “Who cares for you?”
Vocation	Meaning Purpose Calling	“How do you understand your purpose in life?” “How do you spend your time? Why?” “What do you want to do with the years of your life?”

Foci for the Group

Past <=====> Future
Group-as-a-Whole <=====> Interpersonal <=====> Individual
In-Group <=====> Out-of-Group
Affect <=====> Cognition
Process <=====> Content
Understanding <=====> Corrective Emotional Experience

From: J. Scott Rutan, Walter N. Stone, and Joseph J. Shay, *Psychodynamic Group Psychotherapy* (New York: The Guilford Press, 1993) p. 128.

Quality of Growth in Empathy

curiosity

flexibility

spontaneity

freedom of movement

patience

persistence

humility

playfulness

humor

openness to change

hold opposites

Group Work Cohesion

- Regular, punctual attendance
- Standard process for people to join the group
- Attraction and warmth between group members
- Active participation
- Self-disclosure and trust
- Risk taking of new behavior
- Tolerance of tension
- Shared belief about the purpose and norms
- Investment of individuals in willingness to be sober, clean, and to manage a health emotional/psychiatric illness
- Spontaneous participation
- Confidentiality
- Termination/Celebration process of members

Group Therapy Contact Stage (Infancy)

Issues (Chief Concerns)	<ul style="list-style-type: none">● Identity (Will this group help me?)● Personal Goals (What's group got to do with my problem?)● Indecision (Stay in or back out?)
Patient Affect (Emotions)	<ul style="list-style-type: none">● Fear● Anxiety
Patient/Group Behavior (Dynamics)	<ul style="list-style-type: none">● Silent● Defensive● Change subject● Resists self-disclosure● Checks out other members● Hidden agendas

Group Therapy Testing Stage (Adolescence)

<p>Issues (Chief Concerns)</p>	<ul style="list-style-type: none"> ● Authority (Pecking order - top or bottom) ● Conflicts <ul style="list-style-type: none"> ○ Can I trust this group? ○ How competent are you? ○ Will I be liked or rejected? ○ Will I be respected or ignored?
<p>Patient Affect (Emotions)</p>	<ul style="list-style-type: none"> ● Anger ● Fear ● Suspicion
<p>Patient/Group Behavior (Dynamics)</p>	<ul style="list-style-type: none"> ● Approval needs ● Mistrust ● Challenge leader ● Scapegoating ● Seduces leader ● Protects/rejects members ● Attacks - fight/flight
<p>Facilitator's Behavior (Directive or nondirective)</p>	<ul style="list-style-type: none"> ● Non-judgemental, non-punitive ● Define roles/process ● Paraphrase challenges and seek group power (What does group think about this?) ● Show no favorites ● Observe power distribution

Group Therapy Transition Stage (Developmental)

<p>Issues (Chief Concerns)</p>	<ul style="list-style-type: none"> ● Decision-making (Willing to get involved) ● Trust formation (I know I can trust this group, but do I want to?)
<p>Patient Affect (Emotions)</p>	<ul style="list-style-type: none"> ● Insecurity ● Fear
<p>Patient/Group Behavior (Dynamics)</p>	<ul style="list-style-type: none"> ● Gives leader super-human powers ● Risk taking ● Competition / game playing ● Indecisive ● Limited self-disclosure ● Cliques / sexual attractions
<p>Facilitator's Behavior (Directive or nondirective)</p>	<ul style="list-style-type: none"> ● Group focus (Ask group to help solve members' problems) ● Support risks ● Monitor dominators ● Intervention (What does the group see/hear?) ● Reinforce positives ● Set limits re: sexuality

Group Therapy Working Stage (Maturity)

<p>Issues (Chief Concerns)</p>	<ul style="list-style-type: none"> ● Intimacy and closeness <ul style="list-style-type: none"> ○ Am I near you or far from you? ○ Do I belong?
<p>Patient Affect (Emotions)</p>	<ul style="list-style-type: none"> ● Appreciation ● Warmth
<p>Patient/Group Behavior (Dynamics)</p>	<ul style="list-style-type: none"> ● Group cohesiveness ● Self-disclosure ● Secrets shared ● Unite against the real world ● Mutual trust ● Group pride (Individual concerns for members)
<p>Facilitator's Behavior (Directive or nondirective)</p>	<ul style="list-style-type: none"> ● Low level of involvement ● Reality focus (Existential factors - real world) ● Norms of intimacy <ul style="list-style-type: none"> ○ Groups vs. World ● Confirm mutual trust and respect ● Remind group of treatment goals

Group Therapy Termination Stage

<p>Issues (Chief Concerns)</p>	<ul style="list-style-type: none"> ● Separation (Why do we have to and a good thing?)
<p>Patient Affect (Emotions)</p>	<ul style="list-style-type: none"> ● Sadness/grief ● Anger ● Fear ● Depression
<p>Patient/Group Behavior (Dynamics)</p>	<ul style="list-style-type: none"> ● Regress to earlier stages (problems) ● Negates growth ● Rejects leader/members ● Plans reunions
<p>Facilitator's Behavior (Directive or nondirective)</p>	<ul style="list-style-type: none"> ● Expect regression ● Interpret behavior as part of termination ● Confirm changes ● Sort out anger/sadness ● Teach how to say goodbye ● Transition to AA

Group Intervention

- Provide specific information applicable to members' lives about addiction, mental illness, recovery process, and the oppression of the mental health consumer
- Involve everyone
- Keep the group moving, be careful about letting members dominate
- Know that you are the conductor of anxiety in the room
- Celebrate people who attend 12-step meetings or take a risk in his/her life on key issues
- Invite laughter into the group
- Be assertive about wanting people to come to group
- Model healthy interpersonal behaviors and challenge inappropriate behavior
(Remember: Help save face among members)
- Help member talk to each other, give feedback ... "I hear," "I sense," "I notice"
- Share support and solve problems
- Develop "Rituals"
 - Openings
 - Closing
 - Go Rounds
- Hold three elements in your mind
 - Individual members' needs
 - Cohesiveness of the group as a whole - feelings, themes
 - Authority issues - encourage empowerment