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Values Clarification Project

Final Report for 2000/2001

October, 2001

From Fall, 2000 through Spring, 2001, about 40 FSWP staff from all organizational divisions participated in a series of facilitated consensus building activities to clarify treatment values we currently hold. The following pages show the results of the participants' work.

Six values achieved consensus among a majority of the participants. Each value is listed below along with a defining statement developed from the words and phrases proposed by the participants.

Treatment Values, 2001

Partnering with consumers. We are committed to partnering with consumers, family members, other systems, providers, professionals, community resources, and individuals to create a common culture that supports consumer-driven change. We facilitate the development of natural support systems and community awareness that support consumers' goals.

Honoring consumers' stories. We treat each person as a unique individual with his or her own strengths. We value consumer input during the treatment process, and listen to learn each person's unique story.

Empowering consumers. We believe in the capacity of consumers to take responsibility for identifying goals, and managing change. Our role is to respect their abilities, instill hope, recognize and build on strengths, and focus on and affirm accomplishment.

Respecting stages of change. We respect consumers' readiness and their time frame to change. We set consumer-sized goals and expect setbacks as part of the process of change. Regardless of who consumers are (individuals, families, schools, communities, corporations) the change process focuses on the steps of engagement in the process, readiness for change, choosing goals, achieving goals; and maintaining goals.

Supporting consumer problem solving. Our role is to respect consumers' choices and facilitate their problem solving through looking at options, understanding and accepting the benefits and consequences of change, and identifying steps to achieving goals.

Facilitating Change. We encourage and motivate consumers to take responsibility for achieving the goals they select. We communicate openly and honestly, validate and affirm their efforts, and celebrate victories. We educate and teach skills. We are tolerant and patient. We bring humor to our consumers. We are committed to support, support, and support again our consumers' efforts to change.

Values Clarification: What's next?

Now that there is a beginning consensus on treatment values, we need to take the next steps and commit to these values and identify what values we **ought to aspire** to in addition to what we **now do aspire** to. This may mean changing the values just identified. It may mean searching other sources and identifying other values that ought to be included. If nothing else, the process of exploring our values will help us improve the quality of services we provide and the outcomes we achieve. Perhaps one of our values ought to be: Anything we can do, we can do better.

Understanding the Results Pages

The following pages summarize the work of the participants. One of the first steps was to ask two different groups of participants to brain storm and think of all the possible treatment value statements that they could. That was the source of all of the statements on the following pages.

Next, participants were asked to vote for statements that they preferred. Some of the voting totals were recorded and are shown by the numbers appearing immediately to the left of the statements. Other voting totals were not recorded due to a lack of foresight, and so there are no numbers to the left of the other statements.

Next, the statements were clustered into categories based on similarities among the statements. This was accomplished by writing each statement on a separate card and then arranging the cards into piles of "similar items." When people do this kind of task they tend to sort items into about 7 to 10 piles. That seems to be the natural limit of one's ability to sort items such as these statements. However, the items ended up being sorted into 6 categories. Then, titles were selected for the categories based on perceived themes provided by the statements.

Next, participants were asked to vote for items that seemed to most represent each category. The bar graphs created by X marks show the voting. Each X represents one vote.

Next, statements that "stand out from the crowd" based on the voting were sorted to the top of each list and separated by a blank line from the other statements. Those statements were then used to write the defining statements listed above.

The row of numbers labeled "voting distribution" shows the number of items each participant voted for. So, for example, one or two participants might have voted for 2 items in a list while another participant voted for most of the items. The numbers are arranged in order from fewest votes to most votes.



Values Clarification Project Summary of Voting

Empower consumers

XXXXXXXXXXXXXXXXXXXXXX	22 Belief in capacity to change
XXXXXXXXXXXXXXXXXXXXXX	29 Focus and affirm on accomplishments
XXXXXXXXXXXX	21 Instill hope
XXXXXXXXXXXX	15 Respecting person's ability to self manage
XXXXXXXXXXXX	22 Consumer needs to take responsibility in goal completion
XXXXXXXXXX	6 Allow consumer to evaluate agency/staff
XXXXXXXXXX	Instill hope, enthusiastic encouragement
XXXXXXXXXX	27 Asking if client satisfied with progress
XXXXXXX	Model hope/show that you care
XXXXXXX	2 Have them take responsibility for themselves
XXXXXX	Consumers "voice" is loudest
XXXXXX	Encourage versus judging
XXXXXX	12 View as graduation rather than discharge
XXXXXX	10 Don't enable
XXXX	23 Empowerment
XXXX	13 Client driven
XXXX	1 Patience, they set the time frame
XX	Empower/Re-empower people, they can choose
XX	21 Empowerment
XX	One Stop Shopping
X	1 Independence
	2 Consumer leads
	2 Consumer focused

Vote Distribution: 2.2.3.3.3.3.3.3.4.4.4.4.4 – 5.5.5.5.6.6.6.6.6.8.8.9.10

Honor Consumers' stories

XXXXXXXXXXXXXXXXXXXXXX	24 Recognize and build on strengths
XXXXXXXXXXXXXXXXXXXXXX	28 Value input of consumer during process
XXXXXXXXXXXX	18 Treat each person as a unique individual
XXXXXXXXXX	21 Respect their goals
XXXXXXXXXX	19 Being nonjudgmental
XXXXXXXXXX	1 Get to know the individual not by diagnosis or record
XXXXXXX	Listen and learn
XXXXXXX	Assess the whole picture
XXXXXXX	Build on the strengths
XXXXXXX	26 Recognizing change is not easy
XXXXXXX	14 Aware of cultural differences

XXXXXX	24 Empathy
XXXXXX	Leave your ego at home/remain teachable
XXXXXX	Identify dreams then set goals
XXXXXX	12 Dignity
XXXX	Listen first
XXXX	Be respectful/compassion, not criticism
XXXX	EXplore peoples fears and eXpectations
XXXX	24 Individual focus
XXXX	18 Focusing on strengths
XXXX	7 Individualized needs and strengths
XXXX	5 Respecting their belief system
XXXX	2 Good assessment skills
XXX	4 Learning to listen and pay attention
XXX	3 Listening
XX	3 Resisting assumptions
XX	1 Tailor to the person
XX	1 Identifying concerns
X	11 Honoring their story
X	2 No hidden agendas
X	2 Don't assume things
X	2 Accommodate the language and culture
X	1 Looking holistically at the person
	4 Acceptance
	2 Open mindedness
	1 Integrity of the individual

Vote Distribution: 1.3.3.4.4.4.4.4.4.5.5.5.5 – 6.6.6.6.6.6.6.7.8.8.13.13.19

Problem solve with - not for - consumers

XXXXXXXXXXXXXXXXXXXXX	25 Respect consumer choice
XXXXXXXXXXXXXXXXXXXXX	21 Identify steps to achieve goal
XXXXXXXXXXXXXXXXXXXXX	14 Understand/accept benefits & consequences of change
XXXXXXXXXXXX	17 Looking at options
XXXXXXX	4 Identify outcomes, both positive and negative
XXXXXXX	Assist consumers to see choices as real
XXXXXXX	Educate consumers, eXposing them to opportunities
XXXXXXX	1 Acceptance of trial & error
XXXXX	EXpose the full rage of opportunities
XXXX	8 Promoting independence choices
XXX	3 Give choices
XXXX	2 Realizing possible risks
XX	2 Don't judge choices or priorities
XX	1 Reframing the struggle
X	1 The outcome needs to be worthy of the process
	Take the long term view vs. short term focus

Vote Distribution: 2.2.2.2.3.3.3.3.3.3.3.3.4 – 4.4.4.4.4.4.5.5.5.5.7.8.10

Respect stages of change

XXXXXXXXXXXXXXXXXXXX	23 Respect and acceptance of a client's readiness process and their frame to change
XXXXXXXXXXXXXXXXXXXX	13 Willingness to set small goals and accept setbacks
XXXXXXXXXXXXXXXXXXXX	Individual Achievement Model Stages of Intervention: No matter who the consumer is (individuals, families, schools, communities, corporations) the change process focuses on: Engagement in the Process; Readiness for Change; Choosing the Goal; Achieving the Goal; Maintaining the Goal
XXXXXXXX	Engagement begins with the first call
XXXXXX	10 Independence
XXXXXX	1 What is realistic for you right now
XXXXXX	1 Allow for small successes
XXXXXX	Self awareness, environmental awareness first
XXXXX	4 Recovery orientated
XXXXX	2 Overcome obstacles and adapt to new changes
XXXX	Take small steps.
XXX	8 Plan for set backs
XXX	6 Gradual and positive disengagement
XXX	5 This is a time process
XX	2 Not pressing people to be ready
X	Resistance is Reactance; you are part of the process
X	4 Opportunity to be re-opened
X	1 Respect consumer's willingness
	Maintain the outcome, don't move on

Vote Distribution: 1.1.1.2.2.2.2.3.3.3.3.3 – 3.4.4.4.4.4.4.5.5.8.9.9

Partner with consumers

XXXXXXXXXXXXXXXXXXXX	Partnership - Creating a Common Culture (Consumers, Parents, family members; Schools, Probation, MD's, Agencies, CYF, etc; Other staff/teams within the agencies)
XXXXXXXXXXXXXXXXXXXX	Involve consumers as partners in change
XXXXXXXXXXXXXXXXXXXX	20 Support systems are in place and being utilized
XXXXXXXXXXXXXXXXXXXX	6 Knowledge of community resources
XXXXXXXXXXXXXXXXXXXX	22 Consumer needs to take responsibility in goal completion
XXXXXXXXXXXXXXXXXXXX	Find and use natural supports
XXXXXXXXXXXXXXXXXXXX	Promote positive interdependence
XXXXXXXXXXXXXXXXXXXX	Quality is critical, all staff are committed
XXXXXX	Self awareness, environmental awareness first
XXXXX	4 Develop a partnership
XXXXX	1 Consider all systems affecting consumer
XXXX	Reach goals in partnership with others
XXXX	1 Team involvement
XXX	1 Utilizing eXisting supports
XX	1 Identify and utilize support systems
X	Join in partnerships with multiple customers

Vote Distribution: 0.1.1.1.2.2.2.2.2.3.3.3.3 – 3.3.3.3.4.4.4.5.5.5.7.7.13

Facilitate Change

XXXXXXXXXXXXXXXXXX	28 Encourage and motivate
XXXXXXXXXXXXXXXXXX	19 Validate effort
XXXXXXXXXXXXXXXXXX	6 Open and honest communication
XXXXXXXXXXXXXXXXXX	22 Consumer needs to take responsibility in goal completion
XXXXXXXXXXXXXXXXXX	28 Celebrate victory
XXXXXXXXXXXXXXXXXX	Quality is critical, all staff are committed
XXXXXXXXXXXX	Patience, acceptance, tolerance and humor
XXXXXXXXXX	Educate then teach skills
XXXXXXXXXX	Celebrate the accomplishments
XXXXXXXXXX	5 Recognition for achieving a goal
XXXXXXX	Positive influence, not controlling
XXXXXXX	Affirm all efforts and outcomes
XXXXXXX	12 Support, support, support
XXXXXX	Provide supports in the natural environment
XXXXXX	Give back to the community/share the successes
XXXXXX	9 Look for clarity and measurability of goal
XXXXXX	9 Encouragement
XXXXXX	4 Establish & maintain appropriate boundaries
XXXX	Self disclosure assists in joining, being genuine
XXXX	Encourage growth
XXXX	7 Establishing rapport at their comfort level
XXXX	1 Show understanding and patience
XXXX	1 Be a teacher
XXX	Seek to motivate/show them
XXX	Foster the successes
XXX	Learn to adopt and adapt
XXX	8 Encourage what has worked
XXX	7 Consistency
XXX	7 Be positive and optimistic
XXX	4 Relevant, available and affordable
XXX	3 Dependable, trusting relationship
XXX	1 Win/win
XXX	1 Providing a supportive environment
XX	Reflect on the journey, don't take it for granted
XX	7 Warmth
XX	1 Therapist is honest
XX	1 Reciprocal communication
XX	1 Practice what you preach
XX	1 Earning his/her trust
XX	1 Creativity and originality
X	Break treatment into episodes with breaks in between
	3 Gratitude for wanting to start journey

Vote Distribution: 2.2.2.3.3.3.3.3.4.4.5.6.6 – 7.7.7.7.7.7.8.8.9.9.13.16.34

Not Categorized

XXXXXX Enjoy your job/enjoy your work