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WEBINAR

SERIES



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NAATP

DBT Skills for Effective Leadership in Times of Crisis

Objectives

1. Discuss the assumptions, targets, and goals of DBT and how they apply to effective leadership practice
2. Learn DBT skills that can be used to support personal and staff wellness
3. Learn how DBT-based leadership practices can help create a culture of trust, safety, opportunity, and change, even in the midst of crisis

Why DBT?

Targets of DBT

- Anger and irritability
- Unstable mood
- Interpersonal problems
- Negative thinking patterns
- Unstable self-image
- Impulsive or ineffective behaviors
- Dissociation or shutting down
- Fear and hypervigilance
- Heightened sensitivity

Goals of DBT

- Improved ability to regulate emotions
- Increased tolerance for distress and negative thoughts/feelings
- Being more mindful and present in the moment
- Communicating and interacting more effectively with others

Compassion
+
Powerlessness

Internalized

Converted into
anxiety,
depression,
fatigue, overeating,
health issues

Externalized

Projected onto
clients, co-workers,
leadership, etc.

- Anger
- Gossip
- Blaming
- Taking it home

Leadership and COVID - Invalidating Environment?

*Environment in which these
symptoms typically develop:*

Chaotic

Unpredictable

Traumatic

Unstable

Invalidating

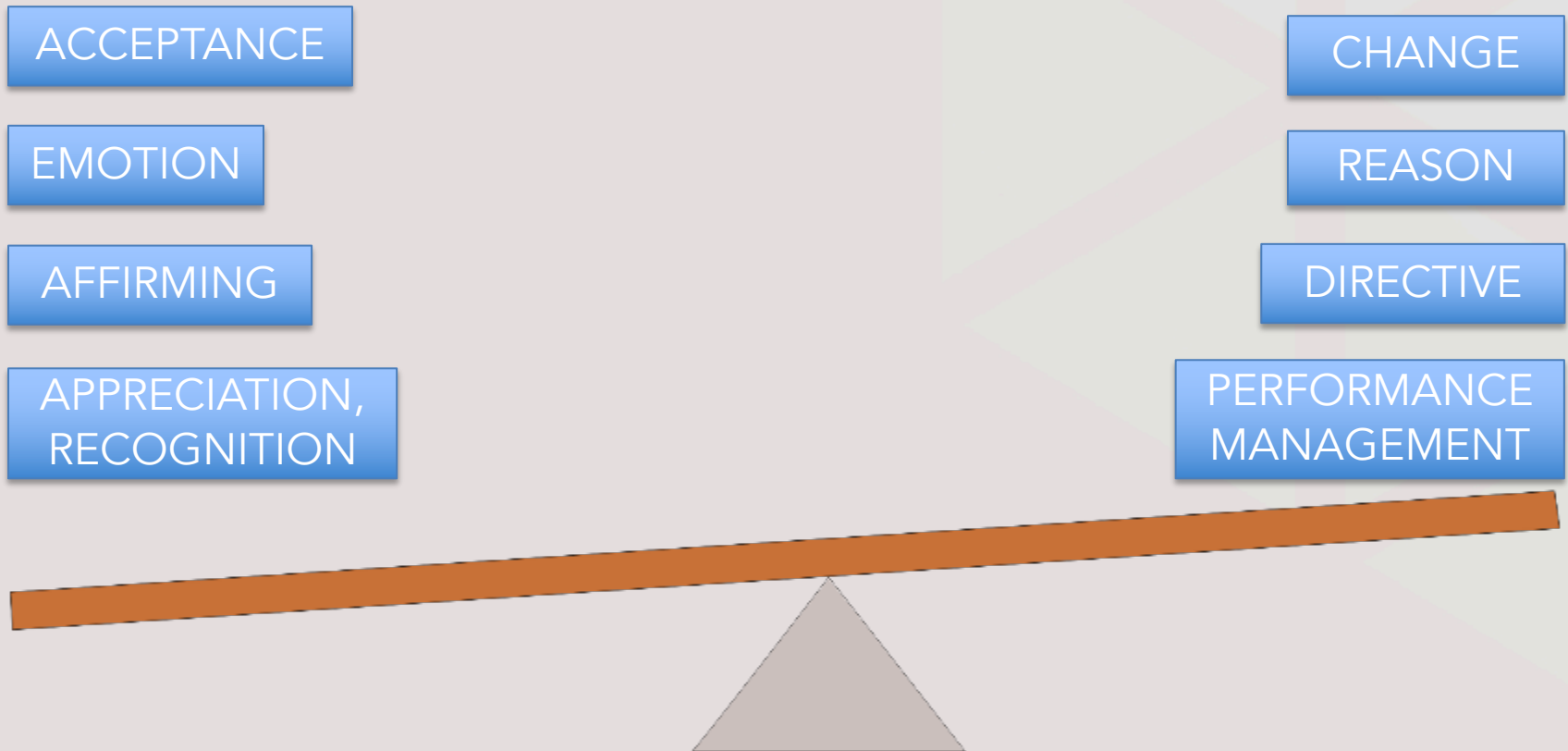
- Unpredictable
- Inescapable
- Little guidance
- Blame, criticism, avoidance, misinterpreting, unrealistic expectations
- Private experiences are disregarded
- Little sense of control

Core Assumptions of DBT

- People are doing the best they can.
- Suffering arises from difficulty accepting and managing emotions.
- We may not have caused our problems, but it's up to us to solve them.
- We need skills and new behaviors to get through crisis.

Applying Dialectics to Leadership

Dialectic = synthesis or integration of opposites, i.e. two opposing things being true at the same time (Linehan)



DBT Skills Unintentionally Referenced by Leadership Consultants re: COVID-19

- McKinsey & Co

- Make decisions collaboratively rather than top-down
- Leaders balance “deliberate calm” and “bounded optimism”
- Stop, reflect, and think before action
- Empathy and transparent, frequent communication are top priority

- Studer Group

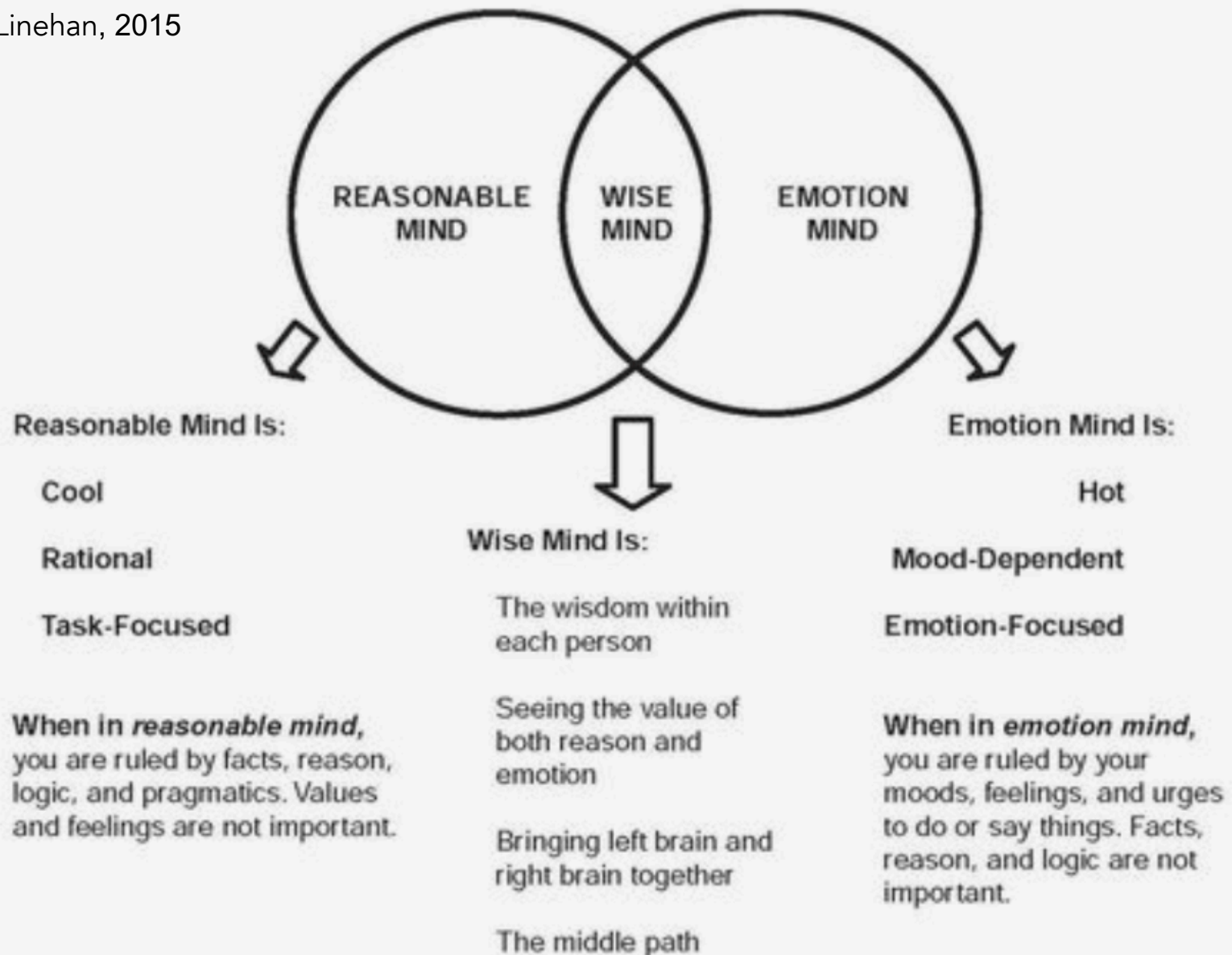
- Balance compassion & listening with resilient behavior & change orientation to overcome challenges together as a team
- “Rounding for Wellness” – 5 questions during COVID-19
- Validation and appreciation
- Communication through Daily Safety Huddles

DBT Skill Modules

- Core Mindfulness
- Distress Tolerance
- Emotion Regulation
- Interpersonal Effectiveness

Core Mindfulness: Three Minds

Linehan, 2015



Core Mindfulness

Be mindfully present for yourself

- Access Wise Mind for 10 minutes a day, or
- Focus on a neutral stimulus for 10 minutes a day
- Self-care as mandatory

Be mindfully present for staff

- Validate staff concerns, let them know compassion fatigue is normal
- Maintain optimism and ability to get through
- "Management by walking around"
- Recognize value-based behaviors
- "40 seconds of compassion"



Elizabeth C. McLaughlin 🩸 🦷
@ECMcLaughlin

I need a mental health professional to do a quick summary of why mood lability in crisis is normal, so that all my friends don't think they're going insane right now, and understand that this is a response to current circumstances.

TIA.

6:37 PM · Mar 27, 2020 · [Twitter Web App](#)

13 Retweets 116 Likes



Kris @h2odancer74 · 24m

Replying to @ECMcLaughlin

Well since a crisis brings about the limbic system to kick on the survival system, lots of hormones are flooding into the brain and nervous system. Pandemic is not registered in the memory system so the survival brain does not know whether to pick flight, fight or freeze...



1



3



9



Kris @h2odancer74 · 23m

So it cycles through all of them trying to decide which is most beneficial. Fight can be seen as anger, anxiety, adrenaline rush. Flight can be seen as overexcitement, anger. Freeze is depression, sadness, ambivalence.



4



2



12



Kris @h2odancer74 · 20m

As we gather new information (all the time constantly), the limbic system again decides we are in danger and cycles through the fight, flight, freeze options. Mindfulness can be really helpful during this. To reset your nervous system. So you don't hold it in your body.



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Daily Mindfulness Practice

“Mindfulness is awareness that arises through paying attention, on purpose, in the present moment, non-judgmentally.”
- Jon Kabat-Zinn

Yoga

5-4-3-2-1

Body Scan

Visualization

Mindful Eating

Focus Meditation

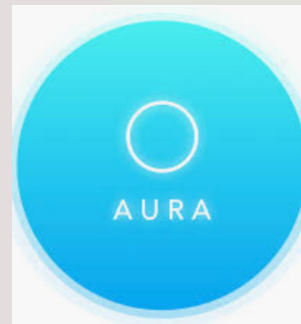
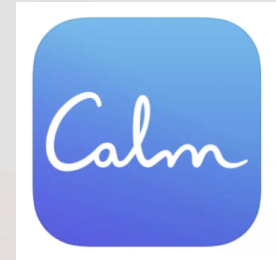
Mantra Meditation

Guided Meditation

Walking Meditation

Progressive Muscle Relaxation

Mindful Breathing: 4-7-8, square breathing,
alternate nostril breathing



Interpersonal Effectiveness

- Self-awareness: How do you respond to conflict and critique?
- In each interaction, which is most important?
 - Obtaining your objective (getting what you want)
 - Maintaining the relationship
 - Maintaining self-respect / values

5 Questions for Employees During COVID

1. CONNECT PERSONALLY

How are you and your family doing?

2. CAPTURE THE WINS

What's working well in terms of our response to COVID-19 and our adjusted work?

3. SEEK INPUT INTO POTENTIAL PROCESS IMPROVEMENTS

What isn't working well for us in this environment, and what ideas do you have for improving?

4. PROBE FOR OBSTACLES

Do you have what you need - tools and resources - to do meaningful and impactful work in this environment?

5. CLOSE WITH REASSURANCE

What do you need from me to help you be your most productive? What support can I give you?

Distress Tolerance

- Distraction
 - Engage a part of the brain other than the limbic system
 - Activity, pushing away, change focus, sensations
- Self-Soothing
 - Engage the 5 senses
- Finding Meaning

Emotion Regulation

- Recognize and label emotions
- Decrease vulnerability to "emotion mind"
- Build positive experiences
- Build Mastery
- Opposite-to-emotion action

DAILY QUARANTINE QUESTIONS:

1. What am I GRATEFUL for today?
2. Who am I CHECKING IN ON or CONNECTING WITH today?
3. What expectations of "normal" am I LETTING GO OF today?
4. How am I GETTING OUTSIDE today?
5. How am I MOVING MY BODY today?
6. What BEAUTY am I either creating, cultivating, or inviting in today?

Final Thoughts

- Leadership in behavioral health presents unique challenges.
- These challenges are magnified in times of internal or external crisis.
- Embedding clinical principles into leadership has benefits for the leader and the staff, and ultimately the clients.
- When faced with a leadership crisis, think dialectically.
- Being mindful of our style, balanced in our approach, and open to change helps us move through crises effectively, while modeling to staff agility, resilience, and self-care.



NATIONAL ASSOCIATION
OF
ADDICTION TREATMENT PROVIDERS

COVID-19 Impact on Addiction Treatment Survey

<https://omni.org/covid19-addiction-treatment-survey>

NAATP Outcomes Research Survey

<https://www.naatp.org/outcomes-research-survey>

Thank you!

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