WORKING WITH INVOLUNTARY CLIENTS
(Ragg, 2009, Garvin, 2011-2012)

Structural Processes	Beginning Stages	Middle Stages	Ending Stage
Decision Making	Often obstruct because not invested. Seldom engage because they don't have a reason to be there Need to identify reasons for being there	All members need reasons for being in the group – find and affirm them As direction emerges from reasons for attending, start giving group direction to the members Monitor for decisions relating to the group purpose and redirect if needed	
Role Structures	At risk of destructive group roles. Often bring in antisocial roles from outside. Frequent adoption of victim role (watch for triangles)	As comfort emerges encourage members to adopt new roles Identify need for maintenance and task roles and allow members to pick them up Continue to challenge emergence of destructive roles	
Control Mechanisms	Fight group and worker attempts to influence Often engages in power struggles because feels forced	As focus and relationships emerge group can start to exert influence Find opportunities to use mutual aid and group support	
Boundaries	Very weak because outside authority is forcing attendance Seeks to have you collude against outside authorities	Should be starting to form. As members start to form relationships comment on nature of the group and use "we" language.	
Power/Authority Structures	Worker is clearly viewed as an authority figure and extension of outside authority Forces worker to show authority or succumb to attempts to undermine	While still acknowledging the power in your role, find opportunities for member to assume some leadership Allow the group members to try move things forward and hold each other accountable	

Interpersonal Processes	Beginning Stages	Middle Stages	Ending Stage
Norms	Seeking others to collude against outside authority so careful Testing worker resolve so you must set healthy norms (challenge, bottom line, but still affirm)	Norms should be set if worker was active shaping, focusing and challenging the members Members will start to copy the worker's approach to the group and use of language Continue to reinforce helpful activities and exchanges	
Patterns of Interaction/Affiliation	High danger of triangulation and setting coalitions Need to establish affirmation concurrent with honest challenging Need to get members comfortable expressing own ideas and opinions	Connections will be emerging among the members – monitor to make sure that the relationships will move group goals forward. If deviant connections are forming challenge them in light of group goals and purpose.	
Atmosphere.	Tense and challenging with little real/positive movement Sense that it is not safe to be open and vulnerable in the group	Should be more friendly and open if worker is successful in early stages. Still need to monitor because atmosphere will tell you when things are brewing (initially they won't come out)	
Tension Management Cycles	Look for one individual who can forward the work and see how the group responds Respect people who share real concerns about vulnerability Watch for group endorsement	Watch to ensure the same people are not always championing the work and resistance positions. Make sure they get shared. Monitor the tension to make sure that there are no hidden problems.	
Cohesion	Low cohesion because people unengaged Danger that cohesion might form around counter work energy	Should be a developing sense of purpose and direction – keep reinforcing it. Continue to identify common ground and goals among the members.	