

AFFECTIVE JOURNEYS

A CATALOGUE OF SERVICES

EQUITY, DIVERSITY, INCLUSION

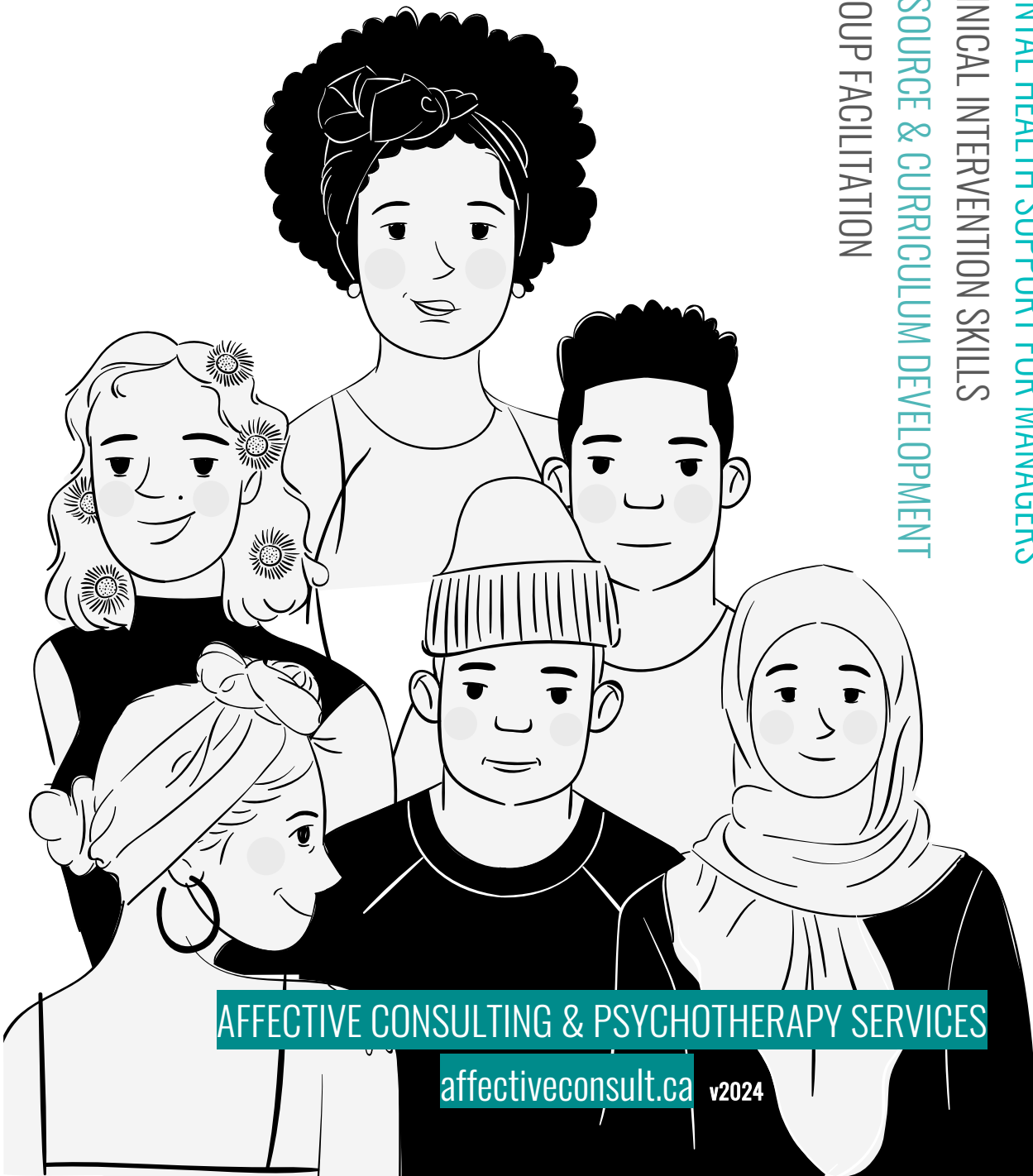
WELLBEING & BELONGING

MENTAL HEALTH SUPPORT FOR MANAGERS

CLINICAL INTERVENTION SKILLS

RESOURCE & CURRICULUM DEVELOPMENT

GROUP FACILITATION



AFFECTIVE CONSULTING & PSYCHOTHERAPY SERVICES

affectiveconsult.ca v2024

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ORGANIZATIONAL ASSESSMENT

Our approach blends a psychodynamic understanding of organizational dynamics with ethnographic research to create a holistic and culturally sensitive strategy for promoting EDI and mental health within the organization. It acknowledges the importance of addressing unconscious dynamics while respecting all staff and stakeholders' lived experiences and identities. The following outline is a transparent template of our methods and outputs.

Initial Assessment and Contracting

- Begin with an initial meeting to get a sense of the organization's goals and needs
- Establish a consulting contract that outlines objectives, scope, and timelines.

Data Collection and Analysis

- Gather qualitative and quantitative data related to (a) Equity, Diversity, Inclusion, (b) Wellbeing and belonging, and (c) Support Needs for Managers.
- Analyze data to identify patterns, conflicts, and issues
- Integrate insights into data analysis, examining how reported, observed and unconscious dynamics manifest within the organization.

Psychodynamic Inquiry

- *Conduct individual and group interviews with key stakeholders, including staff, managers and leadership.*
- *Utilize psychodynamic inquiry to explore unconscious dynamics within the organization, such as hidden biases, power struggles, and resistance to change.*
- *Explore the impact of personal histories and experiences on individuals' perceptions and behaviours within the organization.*

Ethnographic Exploration

- *Conduct participant observation while facilitating workshops and attending meetings.*
- *Interact with staff to gain insights into daily operations and challenges.*
- *Collect qualitative data through field notes, interviews, and surveys.*
- *Where possible, immerse consultants within the organization to observe and understand its culture, dynamics, and practices.*

Identifying Key Issues

- Collaborate with stakeholders to identify critical issues and areas for improvement
- Consider how unconscious dynamics uncovered through psychodynamic inquiry may contribute to these issues.

Recommendations and Intervention

- Develop tailored recommendations addressing identified issues, incorporating psychodynamic and ethnographic insights.

- Suggest strategies for improving EDI practices, mental health training and support, and addressing unconscious biases and power dynamics.
- Create an action plan with clear objectives, timelines, and responsibilities.

Implementation and Support

- Collaborate closely with the organization's leadership to implement recommended changes and interventions.
- Provide training and workshops to raise awareness about unconscious biases, promote inclusivity, and enhance mental health support.
- Offer ongoing support, coaching, and monitoring to ensure the successful integration of changes.

Evaluation and Feedback

- Continuously assess the impact of interventions through data collection and feedback mechanisms.
- Adjust strategies as needed based on feedback and changing organizational dynamics.
- Celebrate successes and acknowledge challenges as part of a continuous improvement process.



INTERVENTIONS FOR TEAMS

Anti-Oppression / Anti-Racism

Affective Consulting & Psychotherapy Services has offered anti-oppression and social justice training since 2014. Our training approach allows participants to examine how power, privilege and oppression affect our collegial relationships, organizational dynamics, program development, and community engagement.

We see equity, diversity and inclusion work as an individual and organizational journey. The work demands critical thinking and individual reflection; it is a process of awakening to historical, societal, and individual experiences of power, privilege, and oppression. The issues and concepts explored through EDI work have always been urgent, and the ubiquity of this type of work in the corporate and non-profit worlds speaks to a larger cultural shift and a growing momentum of individuals wanting to join the journey.

Through our combined years of experience, the Affective team has expertise in supporting individuals and organizations through their EDI journeys, with a unique focus on facilitating employee wellness and clinical/client interventions.

Wellness & Belonging

We cannot talk about mental health and wellness without acknowledging the social and political contexts in which we live, work, and play. Similarly, delving into concepts of power, privilege, and oppression is sure to activate deep feelings for many participants, thereby affecting overall wellness and belonging. These workshops support teams to:

- a) Explore new and familiar concepts with a focus on self-reflection and learning
- b) Better understand the communities they serve
- c) Consider the application of these frameworks to programs and policies

Interventions

Service providers, such as psychotherapists, case managers, outreach workers, social workers, nurses, and physicians, deliver direct interventions to individuals and communities. Within this service provision context, provider teams often long to examine the specifics of how power, privilege, and oppression express themselves. These workshops support teams to:

- a) Explore new and familiar concepts with a focus on self-reflection and learning
- b) Better understand the communities they serve
- c) Examine tailored case scenarios that explore the intersection of systemic oppression and mental health
- d) Reflect on biases, personal reactions, and approaches to creating cultural safety

INTERVENTIONS FOR MANAGERS

When training opportunities on EDI, wellness and skill development emerge, they target the larger part of the staff complement, which leaves managers out. We've developed seventeen manager-specific modules in 2.5-hour to 3.5-hour allotments, with built-in time for interaction and reflection. These can be offered as stand-alone sessions but should be considered with a long-term implementation plan in mind.

SYSTEMIC AWARENESS

1. Intercultural Communication
2. Power in Workplace Dynamics
3. Becoming Trauma-Informed

DEPTHS & DYNAMICS

4. Exploring Dynamics of Groups
5. Anxiety in Organizational Dynamics
6. The Unconscious at Work
7. Bullies & Victims
8. Expressions of Anger, Guilt, and Shame in Organizational Dynamics

GROUNDING MANAGING

9. Adaptive Leadership
10. Sustaining Motivation for Managers
11. Vertical Transitions: Front-Line to Management
12. Exploring & Undoing Micromanagement Tendencies
13. Understanding the Troublemaker at Work

GIVE, TAKE, MEDIATE

14. The Institution and its Workers: Attuning to Reciprocity
15. Giving and Receiving Feedback
16. Empowering Approaches to Performance Management
17. Mindful Conflict Management

INVESTMENTS IN CARE AND REFLECTION

Individual Processing Sessions

Individual processing sessions are available and suggested as part of all EDI work. These are for staff and managers who wish to explore complicated feelings that arise from training content, to consider how to incorporate new concepts and material into programs or policies, and to mitigate workplace burnout.

Further, these sessions can be used to:

- Understand the behavioural patterns of clients
- Explore challenging interactions that arise with clients
- Identify emotional triggers for the worker and client
- Process difficult feelings that come up for the worker
- Discuss approaches to working with hard and soft personalities
- Consider new ways to communicate with clients
- Reflect on individual and systemic issues affecting clients

Case-Team Consultations

These meetings are opportunities for group reflection and exercises in real-life application. Participants can bring questions and thoughts from prior workshops or explore cases from their workplace; case scenarios brought forward by the facilitator can also be explored through real-time group work and discussion.

Non-Clinical Balint Groups

A Balint Group meets regularly to present clinical cases to improve and enhance the clinician-patient relationship. While clinicians are usually trained to seek the right answer to clinical problems, in a Balint Group, the focus is on improving the clinician's ability to connect with and care for the patient. Balint Groups are participatory and experiential.

In supporting managers in health centres, non-profits, and large businesses, a Non-Clinical Balint Group session would begin with a manager presenting an employee relationship ("a case") for the group to discuss. The small group of managers learns about the employee through the presenter's story and their relationship with the manager. During the facilitated discussion, the group members uncover different and new perceptions about the employees' and manager's feelings and their experiences with each other.

A Balint Group usually has two leaders who facilitate the process. The success of a group depends on its members being honest, respectful, and supportive of divergent opinions. The content of the group is confidential. ***Affective Balint groups typically run virtually on an eight-session cycle for 70-75 minutes per session.***

Anti-Oppression Modules & Learning Outcomes

Anti-Oppression, Concepts 1

- Define privilege and oppression; Identify common forms of oppression
- Examine privilege checklists for groups with historical power: men, heterosexual people, cisgender people, white people, able-bodied people
- Discuss capitalism & the myth of meritocracy

Anti-Oppression, Concepts 2

- Discuss concepts of internalized oppression and "reverse oppression."
- Examine microaggressions as experienced by target groups
- Connect systemic oppression and mental health
- Define and explore intersectionality

Anti-Oppression, Contextual Application

- Explore power and privilege in your sector/industry
- Examine power and privilege in your workplace
- Consider what meaningful redistribution of power and privilege can look like

Doing Allyship Work

- Establish a working definition of what allyship means
- Examine case scenarios that demonstrate how allyship can fall short
- Discuss ways to strengthen allyship with colleagues
- Consider approaches to repairing relationships when we make mistakes
- Share resources and experiences to support allyship as ongoing work



Wellness and Belonging Modules & Learning Outcomes

Understanding Mental Health

- Conceptualize what mental health and wellbeing constitutes
- Discuss cross-cultural constructions of illness and mental wellness
- Expand our ideas about trauma and what it is comprised of
- Consider the impact of being labelled with mental illness and the necessity of diagnoses

Conceptualizing Problem Substance Use

- Define when substances become a problem
- Contextualize drug and alcohol use in the dominant culture and within subcultures
- Explore the goals and functions of altered states
- Discuss the impact of stigma and what affirming support looks like
- Consider the benefits and challenges of harm reduction and abstinence-based interventions

Becoming Trauma-Informed

- Examine the principles of being trauma-informed
- Assess how these principles have been applied to service delivery and within the organization
- Consider shifts needed organizationally to become more trauma-informed
- Identify strategies to support treatment integration for clients with trauma histories
- Review measurement tools to assess and continue moving toward a trauma-informed practice

Trauma & The Provider

- Introduce/review trauma-informed theory and its basic principles
- Examine what trauma histories can look like for specific communities (e.g. gbMSM, trans folks, Indigenous communities, women, and newcomers)
- Discuss how trauma impacts the provider
- Identify signs of vicarious trauma and compassion fatigue among providers

Boundaries and Burnout Prevention Strategies

- Discuss the ubiquitous language of "boundaries" and what they mean
- Identify types of boundaries and examples
- Locate boundary work as a cornerstone of burnout prevention
- Engage in a real-time exercise around burnout prevention planning
- Distinguish between burnout, compassion fatigue, and vicarious trauma

Empathy and active listening

- Explore what empathy awareness can look like and discuss its benefits
- Discuss types of empathy: cognitive, emotional, and compassionate
- Identify automatic listening habits and refocus on content/words or mood/energy
- Consider the concept of "creating space" for people
- Practice both empathic and active listening

Building trust in the workplace

- Describe and practice building trust using effective questions and effective listening
- Explore the connection between trust and
 - i. high-pressure situations
 - ii. personality styles

Authenticity: Connect with yourself more deeply

- Create insight about values, passions and where time is invested
- Identify how our personalities and habits came to be
- Explore what authentic leadership looks like, including accepting tough feedback
- Consider ways to choose humility, learn from mistakes and embrace positivity without being toxically positive

Grief for Death and Non-Death Losses

- Define loss, mourning, bereavement, and grief
- Explore and critically evaluate the Stages of Grief model
- Discuss the concept of disenfranchised grief and its implications
- Reflect on personal experiences of ambiguous and anticipatory grief
- Consider appropriate ways to support people moving through grief

Body Positivity at Work

- Explore our relationships to food, diets, and exercise
- Discuss the presence and impact of fatphobia
- Critically evaluate health narratives as they relate to weight
- Identify specific ways that diet culture and fatphobia show up in the workplace
- Develop ways to move through the workplace more consciously

Shame and Envy at Work

- Define shame and envy in their respective social and emotional contexts
- Explore our tendencies to disidentify with these emotions
- Consider how these emotions can be teachers and how they can hold us back
- Identify common triggers for these emotions
- Discuss ways to manage shame and envy without feeling stigmatized

Being Sex-Positive in Our Work

- Establish a working definition of what it means to be sex-positive
- Discuss the parameters of the concept and how it can get misunderstood
- Examine the targets of sex negativity and erotic marginalization
- Consider what it looks like to be sex-positive with clients and colleagues

Disabilities & Accessibilities

- Examine how ableism and able-bodied privilege operate in our lives and our workplace
- Discuss the diagnoses and identities that can be captured under the disability umbrella
- Explore the complexity of experiences of people on the autism spectrum
- Define accessibility and unpack its meaning in multiple contexts
- Identify barriers to access for the communities we serve



LGBTQ Cultural Competency Modules & Learning Outcomes

LGBTQ Mental Health

- Discuss the developmental experiences of each sexual and gender minority group
- Explore subcultural norms, social pressures, & sources of resilience with LGBTQ communities
- Examine what unique mental health concerns are experienced by LGBTQ people
- Consider what it means for people to identify with LGBTQ communities and additional marginalized groups

Exploring the Gender Spectrum

- Examine terminology used to describe a variety of gender identities and experiences
- Discuss the value and importance of being gender-affirming in our work
- Deepen our understanding of trans/non-binary identities and experiences in the context of gender-based violence
- Identify systemic barriers experienced by trans and non-binary people
- Analyze our intervention strategies to disrupt transphobia and enbyphobia in our services

How Did This Happen? Supporting Dialogue Around Coming Out

- Discuss the challenges and burdens placed on LGBTQ people when they come out
- Identify common questions LGBTQ people face when they come out to loved ones
- Explore scientific, sociological and historical factors that can facilitate responses
- Consider the value of being the "ally scholar" and "ally confidant" to support your clients and family members

LGBTQ Muslims and Mental Health

- Examine the religious, cultural and political diversity among Muslims across the globe
- Articulate various meanings of what it means to be a queer or trans Muslim
- Consider the unique needs of this minority that exist within a minority
- Explore the intersection of homophobia, transphobia and Islamophobia

Sexuality and the Imprint of Shame

- Conceptualize shame as a social emotion that is connected to interpersonal experiences and systemic oppression
- Explore how shame develops and common activators of shame
- Examine how people protect themselves when shame is overwhelming
- Discuss how shame interacts with our sexuality: the physical body, motivation for partner-seeking, and sexual health management

Determinants of Mental Health for Queer Guys

- Discuss the social determinants of health (SDOH) model
- Consider how SDOH can be adapted for specific communities when combined with a subcultural analysis
- Examine determinants that queer men come up against that impact their wellbeing, such as sexual health anxiety, coming out milestones, internalized shame, body image concerns, complex substance use, ageing, and the landscape of connection seeking

- Consider what moving through each determinant might look like and what the impact might be

The Landscape of Connection-Seeking for Queer Guys

- Examine the context and norms of connection-seeking: online apps, hookup culture, emphasis on body consciousness, sexualized substance use, and gendered expectations
- Explore the impact of conflicting messages from the dominant culture and queer subculture around connection-seeking
- Discuss a framework for understanding gay men's mental health concerns by positioning them as responses to conflicting cultural scripts and representations around casual sex and long-term relationships

Understanding the Context of Body Image Concerns for Queer Guys

- Reflect on cultural messages around 'good' bodies, food, fatphobia and thin privilege
- Consider the multiple origins, sources and systems that fuel body-consciousness for queer guys
- Explore the connections between substance use, connection-seeking, and body-consciousness
- Discuss what it means to be supportive and politicized as service providers

Supporting GBQ Men Living With HIV

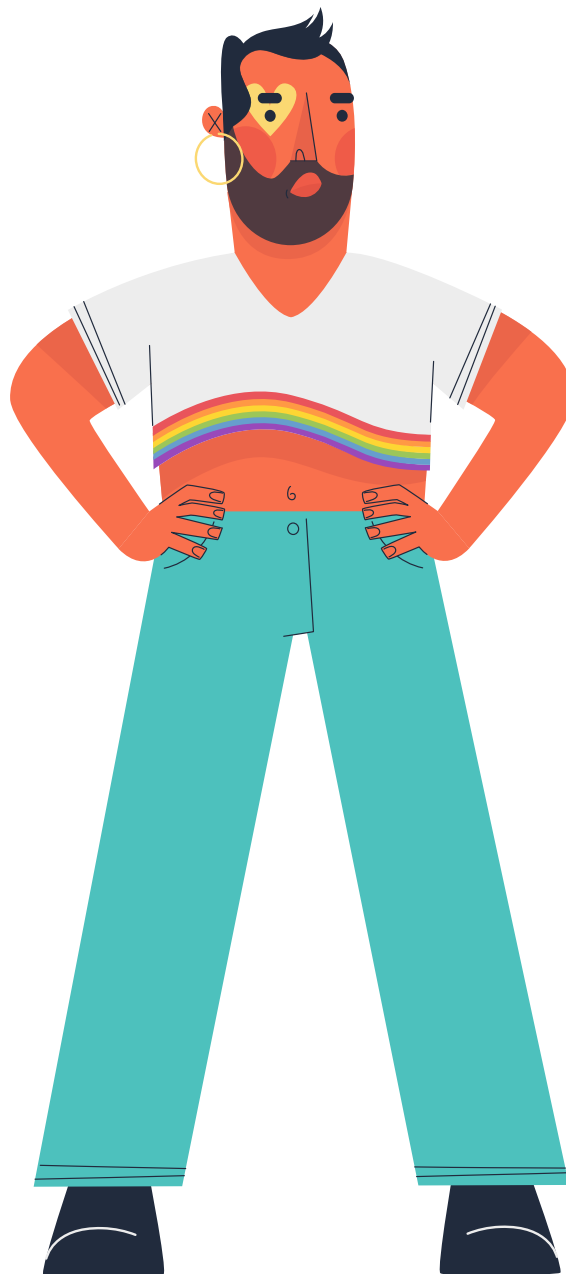
- Review the trajectory of HIV prevention and treatment campaigns and technologies
- Discuss the role of systemic barriers to treatment and adequate services
- Explore the interpersonal, social, and systemic layers of what it has and what it continues to mean to be a gay, bisexual, trans, or queer guy living with HIV
- Investigate what queer men's relationship to the state and public health bodies has been historically and how this relationship continues to evolve
- Examine the (often minimized) realities of HIV stigma, criminalization of non-disclosure, and reliance on the carceral system

Party N' Psychosis – The Other PnP

- Develop an understanding of why we need to be talking more about psychosis
- Define psychosis and locate it within the context of Schizophrenia Spectrum (and Other Psychotic) Disorders
- Review all DSM disorders and conditions that *can* include psychotic features and then identify key cross-cultural and anti-oppressive considerations (and tensions) when supporting people who experience non-shared realities
- Examine existing research and literature on the experience of methamphetamine-induced psychosis
- Create intentional space for discussion around suitable approaches and intervention methods when working with queer guys and other individuals who experience meth-induced psychosis

Trans People in Women's Shelters: Inclusion and Policy Roadmaps

- Explore basic concepts around gender socialization, gender identity, and cis-centrism
- Discuss specific challenges trans and nonbinary clients experience while navigating cis-centric (and women-specific) social services
- Reflect on personal biases and assumptions that may result in barriers to care for non-cis people
- Consider what criteria should be used to determine if a client is appropriate for shelter services
- Discuss questions the organization must ask while creating policies around inclusion for trans and nonbinary service users



Interventions – Theory Modules & Learning Outcomes

Cultural Safety and Countertransference

- Discuss the common desire to work in a community to which you belong
- Explore the concepts of cultural and emotional safety – where they originate and how they get taken up
- Examine case scenarios where practitioners experience strong reactions toward their clients where they have a similar history or shared community
- Consider what the practitioner needs to be aware of to take care of themselves and optimally care for the client (reflections useful for the practitioner and clinical supervisor)

Tensions in Anti-Oppressive and Psychodynamic Theories

- Discuss the current context of masters training programs in Canada
- Explore the following concepts as they relate to each modality: accessibility, therapeutic frame, history-taking, client advocacy, countertransference, self-reflexivity, enactments, projective identification, self-disclosure, transference, and termination
- Consider ways to integrate these two invaluable theoretical approaches into therapy and supervision

On Being a Politicized Practitioner in The Therapeutic Space

- Answer "Should therapy be political?" and "Is neutrality important?"
- Examine case scenarios where sessions quickly veer into the political realm
- Discuss what it means when a client brings politics into a counselling session or meeting
- Consider who gets triggered around political issues and how to manage this
- Reflect on the benefits and hesitations of self-disclosure around social location

Psychodynamic Practice, Introductory Concepts

- Explore common misconceptions and biases around psychoanalytic practice
- Conceptualize what contemporary psychodynamic therapy looks like
- Examine the following core concepts: unconscious process, therapeutic frame, defenses, transference, and countertransference
- Consider the importance of family history during the assessment stage of therapy
- Reflect on what it means to be culturally competent when assessing family of origin stories
- Discuss defense mechanisms with in-depth clinical examples

Sex Therapy 101

- Review sexual disorders from the DSM
- Consider the use of specifiers and the utility of V codes in an assessment
- Examine the use of narratives in sexual history-taking
- Distinguish between desire and willingness models
- Explore treatment approaches for sexual interest, arousal, orgasmic, and pain experiences
- Discuss cognitive, behavioural, and embodied approaches

Fear & Fluid(ity)

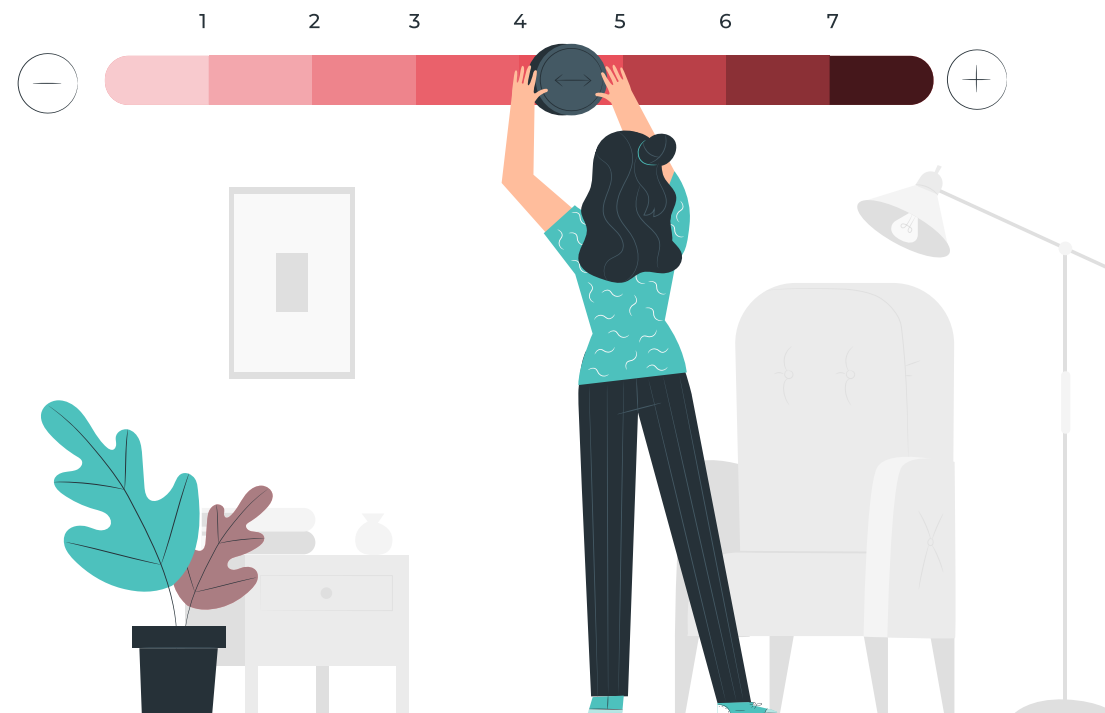
- Consider the symbolic and metaphoric connections between bodily fluid, gender fluidity, and "interpersonal fluidity."
- Explore our experiences of fear, disgust and shame in the context of bodily fluids
- Discuss how a desire to contain fluids' spills over' into a social containment of interracial relationships and gender expression

When Curiosity Sends the Wrong Message: Exploring Therapist Bias

- Present a basic framework that defines anti-oppression, privilege, and oppression
- Explore cases where microaggressions reflect therapist bias
- Examine specific ways racism, homophobia, and ableism affect the therapeutic alliance and influence the outcomes of therapy
- Discuss the potential consequences of bias (i.e. misdiagnosis, underdiagnosis, hospitalization, stigma/shame, victim blaming)

Reflections on Ethical Issues in Clinical Social Work Practice

- Explore practice experiences related to documentation, dual relationships, source of private practice referrals, boundary maintenance, unexamined reactions to clients, duty to report, and working within a circle of care
- Discuss case scenarios and specific ethical questions related to the identified domains



Interventions – Skills Modules & Learning Outcomes

CBT, Basic Tools - 1

- Discuss the premise of cognitive behavioural work and its aims
- Demonstrate the use of thought records
- Explore common unhelpful thinking styles
- Demonstrate the use of systematic problem solving
- Reflect on the (in)appropriate use of these tools and how they can be integrated with other models
- Practice tools and receive feedback

CBT, Basic Tools - 2

- Discuss the challenges of working with low mood and lack of motivation
- Demonstrate multiple steps toward effective behavioural activation interventions
- Demonstrate the use of behavioural experiments
- Practice tools and receive feedback

Harm Reduction in Practice

- Process personal values around substances and explore what constitutes "harm."
- Review the Stages of Change model
- Examine our roles in supporting clients
- Discuss fears and barriers experienced in implementing programs and services that are harm reduction-based
- Engage with concrete tools and examples of harm reduction interventions

Motivational Interviewing, Introductory Concepts

- Discuss the context and appropriate use of motivational interviewing and cognitive behavioural therapy techniques
- Review the basic theories of each modality
- Practice concrete tools that can be used with clients who are considering behaviour change, working through ambivalence, interested in behavioural strategies to manage depression, and/or who need support restructuring unhelpful thinking styles

Practicing & Reflecting on Counselling (or Peer Support) Skills

- Examine specific skills in depth: engagement, developing good exploratory questions, asking for clarification, paraphrasing, appropriate use of self-disclosure and silence, and effective reframing
- Analyze case scenarios; identify and evaluate exploratory questions
- Practice skills in pairs and groups with simulation exercises and follow-up opportunities for discussion
- Reflect on the impacts of tone, flow, affect, and the social location of the service user and provider

Exploratory Inquiry for Sexual Health Counsellors

- Form exploratory questions that open up conversations with service users
- Find ways to encourage service users to "invite us in" to offer education
- Examine the meaning of sexual behaviours and individual choices
- Reflect on power dynamics in romantic and sexual relationships
- Consider provider bias and multiple ways to understand risk-taking behaviours
- Draw on motivational interviewing to confront ambivalence
- Practice culturally-informed inquiry

Putting Anti-Oppression into Sex Therapy Practice

- Analyze case scenarios that explore nuances of racialized and queer identities
- Apply "textbook treatment" approaches with additional considerations and questions
- Identify what the therapist is unsure about (or having a strong reaction toward) and consider how this can be used for culturally competent inquiry
- Discuss what power dynamics may look like in the therapy room

Managing Anxiety Around Sexual Health

- Discuss the challenge of supporting clients who experience high anxiety around sexual health, whatever their apparent level of risk
- Explore the function of anxiety and the need for tools to contain it
- Examine the additional concepts of symbolic interactionism, internalized shame, and introjection
- Discuss how anxiety plays out during hookups while communicating about risk and when accessing testing services

Supporting Queer Guys Around Body Image Concerns

- Reflect on cultural messages around 'good' bodies, food, fatphobia and thin privilege.
- Examine what body image challenges look like in queer men's communities
- Explore and discuss counselling/clinical questions and approaches to addressing body image issues with queer men, drawing on cognitive behavioural therapy, acceptance & commitment therapy, Gestalt techniques, and psychodynamic enquiry

Understanding Strong Emotions

- Discuss concepts of emotional dysregulation, complex trauma, and expression of big feelings
- Explore anger as an element of common client presentations
- Examine anger, its underlying drivers and common activators, and then consider the connections between anger style and potential interpersonal goals for more effective communication
- Distinguish between self-harm and the spectrum of suicidality using case scenarios
- Unpack "cluster B" personality disorders contextualized as a function of trauma histories
- Optional: practice and reflect on common suicide risk assessment questions/practices, discuss safety planning tools, and critically reflect on their appropriate uses

Understanding and Supporting People with Psychosis

- Review overarching mental health categories and locate common experiences of psychosis within the diagnostic manual of disorders
- Define and discuss common symptoms: delusions, hallucinations and/or experiences of non-consensus realities
- Analyze case scenarios through a trauma-informed and culturally aware practice lens
- Optional: Engage with intervention approaches and tools for supporting clients and considering non-pathologizing approaches to psychosis.

Mental Health Readiness Assessments for Transition-Related Surgeries

- Provide a context overview that discusses Ontario Health Insurance Plan (OHIP) coverage and funding criteria for transition-related surgeries
- Identify who is considered a "qualified provider" to assess patients for surgery
- Offer a balanced critique of our current system and the need to work within it to advocate for our clients and communities
- Review the WPATH Standards of Care and Ministry of Health & Long-Term Care requirements for transition-related procedures
- Explore what surgery planning visits can look like between clinical social workers and clients
- Review concrete examples of questions that providers can ask to support client readiness for surgery
- Review templates of support letters with opportunities for questions and consultation



Interventions for Managers: Modules and Learning Outcomes

SYSTEMIC AWARENESS

Intercultural Communication

- Explore the dimensions of culture: power distance, individual and collective, masculinity/gender, risk tolerance, short v long-term, indulgence versus wellbeing
- Discuss how a person's "cultural set-up" impacts participation, perceptions, priorities and understanding of time
- Distinguish between culture and personality
- Examine case scenarios where misunderstandings occur as a result of cultural differences
- Identify approaches to working more effectively in environments where there is a lot of diversity

Power in Workplace Dynamics

- Define what power is and explore theories of how power gets distributed in society
- Examine types of power: positional, legitimate, referent, expert, connection, informational
- Discuss workplace power dynamics at play with multiple case scenarios
- Reflect on how to be aware of power and use it appropriately

Becoming Trauma-Informed

- Define and conceptualize trauma and trauma-informed principles
- Explore what it specifically means to be trauma-informed at Sherbourne Health
- Discuss the "window of tolerance" theory and apply it to personal situations
- Distinguish between burnout, compassion fatigue, and vicarious trauma
- Case study: Consider new ways to conceptualize a challenging experience with a staff member

DEPTHS & DYNAMICS

Exploring Dynamics of Groups

- Explore the formation and maintenance of articulated and implicit norms of your team
- Describe the shared team identity and the in-group and out-group dynamics of your team
- Speculate on the informal roles and social status of members within the team, including the influence of these roles on how leadership is exercised and responded to
- Illustrate and analyze the internal communication patterns of your team and the organization

Anxiety in Organizational Dynamics

- Distinguish between drivers of anxiety in the public sector versus private corporations
- Explore workplace manifestations of individual anxiety, such as hesitation in decision-making, resistance to change, and fear of failure
- Examine the impact of individual anxiety on teams and group anxiety on workplace culture
- Reflect on what group and organizational anxiety looks like in your context (e.g. groupthink, poor team cohesion, communication breakdowns, excessive bureaucracy, resistance to innovation)

The Unconscious at Work

- Understand Wilfred Bion's main theories, such as *Basic Assumption Theory*, group mentality, and emotional experiences in groups
- Learn to recognize the unconscious dynamics and behaviours in workplace groups
- Apply Bion's theories to manage group dynamics effectively in your organizational context
- Formulate strategies to address and harness unconscious group dynamics for positive outcomes

Bullies & Victims

- Identify bullying behaviours and patterns
- Explore underlying motivations and dynamics in workplace bullying
- Assess organizational culture and its impact on bullying
- Develop skills to intervene and facilitate healing processes
- Navigate ethical considerations and the responsibilities of managers

Expressions of Anger, Guilt, and Shame in Organizational Dynamics

- Explore overt and covert manifestations of anger that range from arguments to passive-aggressive resistance to high turnover rates
- Consider how guilt can lead to overcompensation, avoidance behaviours, or an excessive need to please
- Examine how shame can get activated in employees and managers and possibly manifest as withdrawal, low participation in team activities, reluctance to share ideas, or an inability to accept praise or recognition
- Discuss ways to foster psychologically safe workplaces and disrupt group behaviour such as gossip, silo mentality, collective resistance to change, or scapegoating of certain group members

GROUNDING MANAGING

Adaptive Leadership

- Understand the dynamics of leadership and followership
- Explore the balance of authority and contribution
- Cultivate adaptive change strategies
- Discuss the risks and opportunities that come with organizational transitions
- Enhance self-awareness and emotional intelligence

Sustaining Motivation for Managers

- Analyze various motivational theories, such as Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory, and evaluate their applicability in the non-profit management context.
- Enhance emotional intelligence by identifying and practicing self-awareness, self-regulation, social awareness, and relationship management techniques, which are crucial for leading motivated teams.
- Create personalized motivation plans, incorporating goal-setting strategies and self-care practices, to maintain and enhance their motivation levels in the workplace.
- Implement strategies for creating and sustaining a motivating work environment, such as positive reinforcement, recognition programs, and fostering a collaborative team culture

Vertical Transitions: Front-Line to Management

- Explore the psychosocial experiences of role transition stress, identity shift, emotional complexity and isolation
- Discuss the need to establish authority without appearing overbearing or dismissive of the contributions of former peers

- Reflect on the ways a new manager can demonstrate fairness and impartiality; develop sensitivity to perceptions of favouritism or bias; acknowledge necessary shifts in communication style
- Engage in team-building activities can help redefine relationships and foster a sense of unity under the new leadership

Exploring & Undoing Micromanagement Tendencies

- Examine some of the roots of micromanagement tendencies
- Discuss what it means to delegate effectively and set expectations
- Explore the impact of anxiety and perfectionism, as well as the need to embrace failure as a growth opportunity
- Consider different managing styles, how they are received, and the tools needed to negotiate a style that works for each dyad or team

Understanding the Troublemaker at Work

- Establish connections between the troublemaker role and social identity and belonging
- Examine the potential of the troublemaker that ranges from challenging group norms in a way that leads to positive change to creating discord that hinders group functioning
- Analyze case scenarios that demonstrate how enactments of past relational patterns can show up in the workplace
- Consider ways to provide clear feedback to a challenging employee while also encouraging their own self-reflection



GIVE, TAKE, MEDIATE

The Institution and its Workers: Attuning to Reciprocity

- Analyze the diverse work experiences of employees to understand the desire for job security versus contract work on individual and organizational performance.
- Compare and contrast different onboarding methods, determining the most effective practices for enhancing employee performance and satisfaction
- Evaluate decision-making processes within the organization and assess the impact of different approaches on employee satisfaction and organizational effectiveness
- Create a comprehensive professional development plan that identifies opportunities for growth and integrates mentorship programs tailored to the needs of the non-profit sector
- Formulate internal support systems that address the mental health, career development, and peer support needs of employees
- Reflect on strategies that aim to balance remuneration and employee wellbeing
- Design actionable plans that incorporate the insights and strategies learned from the workshop, setting clear goals and establishing metrics for measuring the success of these initiatives in the organization

Giving and Receiving Feedback

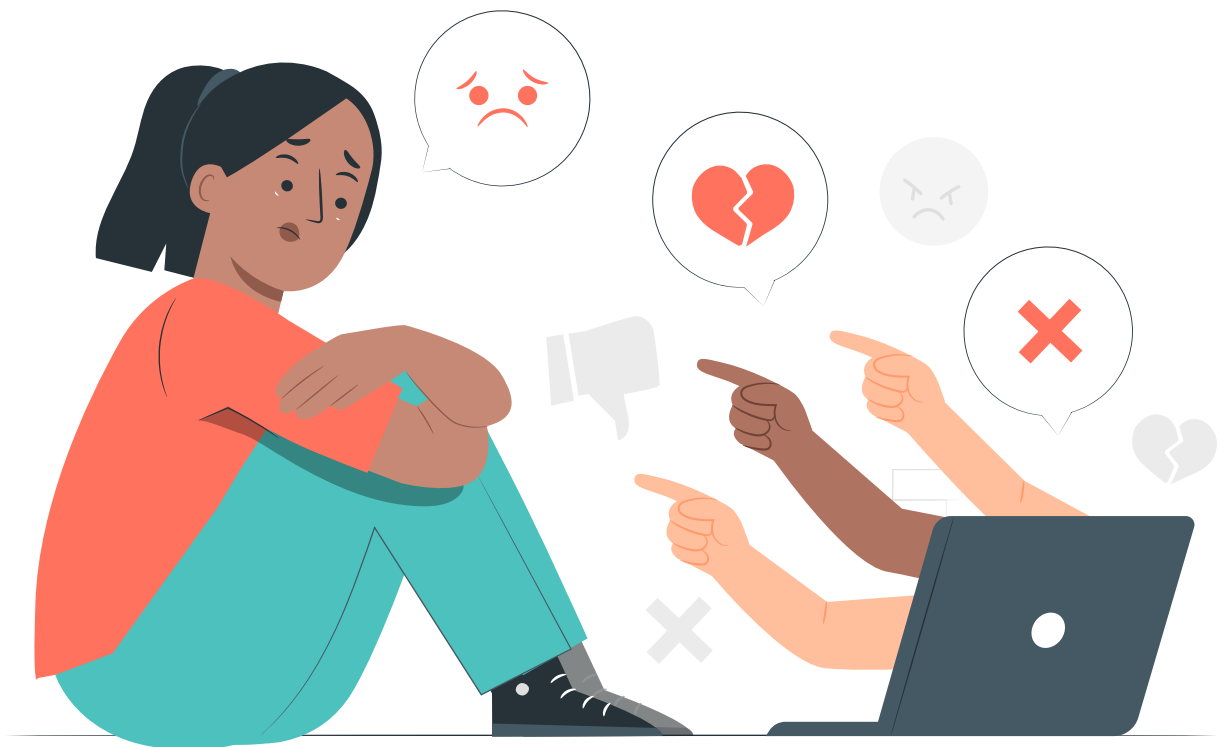
- Engage in trust building exercises
- Explore methods for exchanging feedback: groups, digital mediums, coaching, one-on-one reviews
- Discuss ways to offer feedback using a "growth mindset" and accounting for personality traits
- Practice communication skills associated with giving and receiving feedback

Empowering Approaches to Performance Management

- Analyze current performance evaluation methods to distinguish between traditional and empowering approaches.
- Apply empowering feedback phrases effectively in performance reviews.
- Evaluate and refine current review processes to avoid common pitfalls.
- Create SMART goals for team members, emphasizing practical goal-setting techniques.
- Demonstrate skills in providing and accepting constructive feedback through role-play and discussions.
- Design performance reviews that support and enhance career growth.
- Assess the suitability of Performance Improvement Plans (PIPs) in various scenarios, understanding their pros and cons.
- Develop practical and effective Performance Improvement Plans.
- Formulate a comprehensive strategy for applying empowering performance management practices in your organization.

Mindful Conflict Management

- Analyze the common causes of conflict at the workplace, including leadership style differences, resistance to change, personality clashes, and other factors through case studies.
- Evaluate the negative and positive consequences of workplace conflict, including productivity impacts, morale, and creativity changes, within the context of non-profit organizations.
- Apply various conflict resolution techniques, such as understanding root causes and finding acceptable solutions, through role-play scenarios.
- Discuss and identify common pitfalls in conflict resolution, like early judgment and favouritism, to enhance understanding of balanced management strategies.
- Develop a constructive approach to conflict management tailored to the non-profit environment, using insights from discussions and activities.



RESOURCE & CURRICULUM DEVELOPMENT

Community and research-based non-profit organizations have hired the Affective team to develop key resources and curricula that combine clinical expertise and population-based knowledge.

Over the years, we've developed these resources:

Thawer, R. (2023). Love and Sex in the Age of Apps: A Group for GBQ Guys Over 50. Ontario HIV Treatment Network.

Thawer, R. (2023). [Connection & Acceptance: A Health Resource for International Students](#). Ontario HIV Treatment Network.

Thawer, R. (2023). [Connection & Acceptance: A Resource for Service Providers Serving International Students](#). Ontario HIV Treatment Network.

Thawer, R. (2023). [Ontario's Service Guide for International Students](#). Ontario HIV Treatment Network.

Thawer, R. (2022). [Crescent Moon: Supporting Family Members of LGBTQ+ Muslims: A Facilitator's Guide](#). Funded via SSHRC grant Service Needs of Sexually & Gender Diverse Muslims and Their Families: A Partnership with Salaam Canada.

Thawer, R., Ali, Y., Mohamed, L., Shah, S. (2021). [Community Discussion Guide: For Support Group Facilitators](#). Salaam Canada.

Thawer, R. (2021). [Do You Mind? A community mental health leadership program for gender and sexual minority youth](#). Community-Based Research Centre.

McColl, M. (2012). [Trans Inclusion Pocket Guide](#). Women & HIV/AIDS Initiative (WHAI).

Thawer, R., Smith, T., Lopez, R. (2010) [The Guide](#). Co-produced by the Black Coalition for AIDS Prevention (Black CAP) in partnership with Alliance for South Asian AIDS Prevention (ASAAP), Asian Community AIDS Services (ACAS), Africans in Partnership Against AIDS (APAA), Regent Park Community Health Centre, Ontario AIDS Network (OAN) and the Gay Men's Sexual Health Alliance (GMSH)

GROUP SUPERVISION

Nearly half of Rahim's clinical practice has evolved into clinical supervision and consultation work. He has supervised graduate students from Ontario's MSW and MA/MEd programs. His relevant training in clinical supervision includes completion of the following training programs:

1. The Supervisory Relationship (2022/2023), *Gestalt Institute of Toronto*
2. Clinical Supervision (2021), *Institute for Self-in-Relationship Psychotherapy*
3. Clinical Social Work Supervision (2017), *University of Calgary*

Group supervision is a service that can be provided to clinical and non-clinical teams. Below is a snapshot of group supervision services provided by Affective Consulting & Psychotherapy services:

Client

Ernestine's Women's Shelter
North York Women's Shelter
Rise Asset Development
Sherbourne Health
Umbrella Mental Health Network

Service Provider Group

Case Managers and Counsellors
Women's Advocates and Counsellors
Business Advisors and Program Coordinators
Youth Resource Workers
Psychotherapists

AFFECTIVE BALINT GROUPS

Balint groups are named after the psychoanalyst Michael Balint (1896-1970). In the late 1950s, Michael and his wife Enid began holding psychological training seminars for GPs in London. Balint encouraged the group members to hold 'long interviews' with their "problem patients." These groups helped the doctors to concentrate on becoming good listeners. Subsequently, the focus changed to studying the relationship between doctor and patient in the context of everyday ordinary-length consultations. The groups met once a week for a number of years so that patients and their progress could be followed up. The continuity also enabled group members to feel at ease with each other. Since those early days, Balint groups have spread across the world and in 22 countries, there are national Balint Societies whose aim is to foster and develop the Balint approach.

Affective Balint Groups are offered virtually for physicians and nurses who see clients on an ongoing basis (e.g. family practice, addiction medicine, community health centres, etc). Primary care providers from across Canada can join. We offer a closed group model with a limited number of weekly sessions that comprise a single group cycle. Each cycle allows no more than 6-8 pre-registered primary care providers. Check our website or send us an email to learn more about groups that are currently accepting participants.

AFFECTIVE CONSULTANTS

RAHIM THAWER, LEAD

Rahim (he/him) works as a psychotherapist, clinical supervisor, facilitator, public speaker, sessional lecturer, writer, and community organizer. Rahim loves all things mental health and is particularly interested in examining innovation in queer relationships.

Facilitator & Speaker

Whether in a classroom or therapy consulting room, he strives to operate from a harm reduction, sex-positive, anti-oppressive and trauma-informed approach. This is complemented by his vast public speaking portfolio, which is both thematically and regionally diverse, spanning from Canada (Toronto, Ottawa, Winnipeg, Vancouver) to the US (New York, Austin, Atlanta, Lexington, Washington) to the United Kingdom (London, Glasgow) and South Africa (Johannesburg, Cape Town, Durban).

Academia

Rahim has taught as a post-secondary lecturer at George Brown College, Centennial College, Toronto Metropolitan University, St Jerome's University (at the University of Waterloo), and the University of Toronto. He developed the curriculum for several courses in Centennial College's Addiction and Mental Health Worker Program (AMHW) before its launch in Fall 2016. He was appointed as a Fellow at the Bonham Centre for Sexual Diversity Studies at the University of Toronto in 2021 for his contributions to the field of sexuality. Rahim was also appointed an International Visiting Scholar with the South African College of Applied Psychology (SACAP) for the 2021-2022 academic year.

Clinical Supervision

Nearly half of Rahim's clinical practice has evolved into clinical supervision and consultation work. He has supervised graduate students from Ontario's MSW and MA/MEd programs. He has consulted provider teams in various settings within education, child welfare, housing/shelter and health service sectors. His relevant training in clinical supervision includes completion of the following training programs: The Supervisory Relationship (2022/2023), Gestalt Institute of Toronto; Clinical Supervision (2021), Institute for Self-in-Relationship Psychotherapy; Clinical Social Work Supervision (2017), University of Calgary.

Resource Development & Innovation

Community and research-based non-profit organizations have hired Rahim to develop key resources and curricula that combine his clinical expertise and population-based knowledge. Over the years, he's developed a nuanced guide for newcomer/immigrant LGBTQ guys (2010), a 2SLGBTQ+ youth mental health group curriculum (2021), a mental health and system navigation guide for international students who are gender and sexual minorities (2022); and a group curriculum for LGBTQ guys that are 50+ who are exploring connection in the age of online apps. In Rahim's portfolio, resource and program development remain a strong passion and skill set.

Organizational Development & Training

Rahim has largely worked in community-based and healthcare settings with a focus on HIV and 2SLGBTQ+ services. He's been providing training to teams and organizations since 2010. Rahim has sat on numerous hiring committees, conducted needs assessments, and mediated employee conflicts. He has offered external clinical supervision to teams and engaged them in stream mapping exercises to enhance workflow and patient flow procedures. While primarily offering direct client services throughout his career, Rahim appreciates the importance of providing teams with the support they offer their communities. He has completed the Pittsburgh Balint Group Leader Intensive (2023) through the American Balint Society and is now offering Balint groups to physicians and non-profit managers across Canada.

Community Work & Writing

Rahim dedicated over ten years to community organizing with Salaam Canada, a national volunteer-run LGBTQ Muslim organization. He is on the faculty team and advisory committee for the Contemporary Relationships Conference (2019 to present) based in Austin and the Board of Directors at the Gestalt Institute of Toronto (2023 to present). He was a co-editor and essay contributor in a local history anthology entitled *Any Other Way: How Toronto Got Queer*, which was shortlisted for the 2017 Toronto Book Awards.

Rahim has four books under contract with Thornapple Press, Blue Cactus Press, New Harbinger Press and University of Regina Press.



DEREK CASSIDY

Derek (he/they) is a registered social worker, psychotherapist, and dedicated advocate with experience in the non-profit sector over the past decade. They are driven by a deep commitment to fostering positive change within communities. Derek played a key role in forming and launching MAX Ottawa, a community-based health organization serving 2SLGBTQ+ men. With a passion for community consultation and a knack for forging strategic partnerships, Derek is skilled in developing and evaluating programs and services with real impact. They excel in liaising between organizations and diverse community stakeholders and ensuring that marginalized voices are heard and integrated into meaningful initiatives.

A thoughtful and inquisitive professional, Derek's approach revolves around understanding the structures and systems that shape our daily experiences. They thrive on unravelling complex issues, approaching their work with thoughtfulness, curiosity, and an unwavering drive to effect change. Derek's collaborative spirit and focus on the issues that impact marginalized or underserved communities make them an invaluable asset in any project striving to create a lasting, positive impact.

Derek is an associate therapist with the Umbrella Mental Health Network. Derek centers on the intricate dynamics of human relationships and attachment in their psychotherapy practice. With a keen focus on emotions, they employ a relational and experiential approach, fostering a safe space for clients to explore and understand their emotional landscapes. Derek's practice is distinguished by their structural perspective on mental health and wellbeing, guiding individuals to comprehend and reframe their experiences within a broader political, economic, and social framework. Their therapeutic method addresses immediate concerns and encourages clients to navigate their lives with a deeper understanding of their relational patterns, hoping to facilitate lasting change and personal growth.

ROBIN SANDU

Robin (he/him) is an experienced project manager who has led diverse teams to launch impactful projects at different levels of government and in the private sector. While working at the provincial government, he implemented Canada's first fully online health card renewal, a huge step forward for accessibility of government services. His background is in management consulting, leading diverse teams across many industries to reimagine their operations, strategy, technology and organizational processes. Robin holds an undergraduate degree in Biochemistry from the University of Toronto and an MBA from the University of California, Irvine, and is currently pursuing training in psychotherapy and organizational psychodynamics.

MASON MCCOLL

Mason (he/him) has strong roots in feminist and gender justice organizations, with 15 years of experience doing trans-inclusive policy advising and development, LGBTQ advocacy, and anti-oppression work. He has delivered workshops and training on queer and trans inclusion, healthy masculinity, resisting white supremacy, consensus-building, board governance, and organizational development. Mason uses his acute lens to identify processes and structures within non-profit organizations that no longer serve the ever-changing workplace, and he is skilled at auditing, advising and developing policies that promote equity, diversity and inclusion.



Demystifying therapy

Tune in to this vodcast—it's truly for everyone!

The CBT Dive is a video and audio podcast that goes into the lives of real people with real struggles. Each episode welcomes a new guest who wants to explore a challenging situation using the most common **cognitive behavioural therapy** tool: the thought record. Rahim Thawer is a queer, racialized social worker and psychotherapist based in Toronto. He's created this vodcast to support folks who want to learn how to use this clinical tool and to demystify what therapy can look like.

All video episodes are free on YouTube (go to thecbtdive.ca), and all audio episodes can be found wherever you get your podcasts!

Affective

consulting & psychotherapy services

