

# **YOLO: Strategies for Intentional MDT Leadership**

February 27, 2025  
1:00–2:15 pm CST

# Housekeeping

- If you'd like a copy of the presentation slides today, you can access them in the chat box.
- Please look out for an email later this afternoon that will explain how you can complete the evaluation form & receive your certificate.
- If you have any questions during the presentation, please submit them in the Q & A Box (rather than in the chat box or by raising your hand).

# Upcoming Events

Live Webinar



## Breaking Barriers: Understanding and Empowering Survivors of Sexual Assault

Thursday, March 13, 2025  
1:00pm CT-2:15pm CT



**Clairence Oktober**  
Advocacy Director  
Arise Sexual Assault Services



REAL  
EVIDENCE  
PODCAST

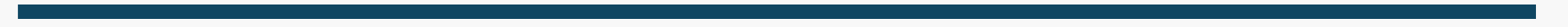
Guardify

**Shelley Hitzel**

Executive Director

The Child Advocacy Center of Niagara

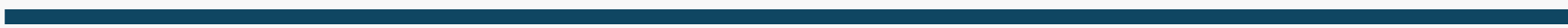




# *Y.O.L.O*

Strategies for Intentional MDT Leadership

February, 27 2025



# Introducing....



Executive Director  
LMSW



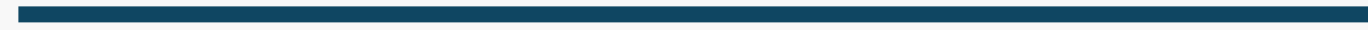
Lifelong Learner  
TIC Champion



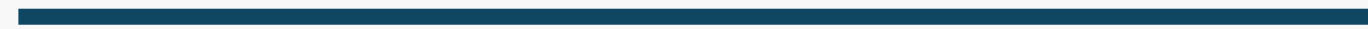
Advocate  
Leader



# *Disclaimer*

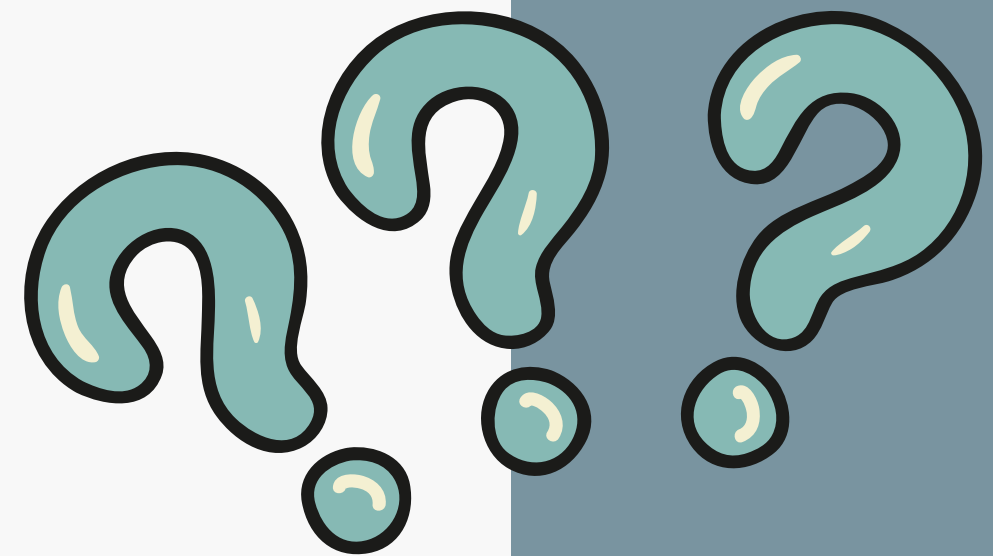


The information I share today is based on my own personal learning, knowledge and experience. It is presented in my voice through my unique lens. It is not the opinion of my agency, our funders or any other entity beyond myself.



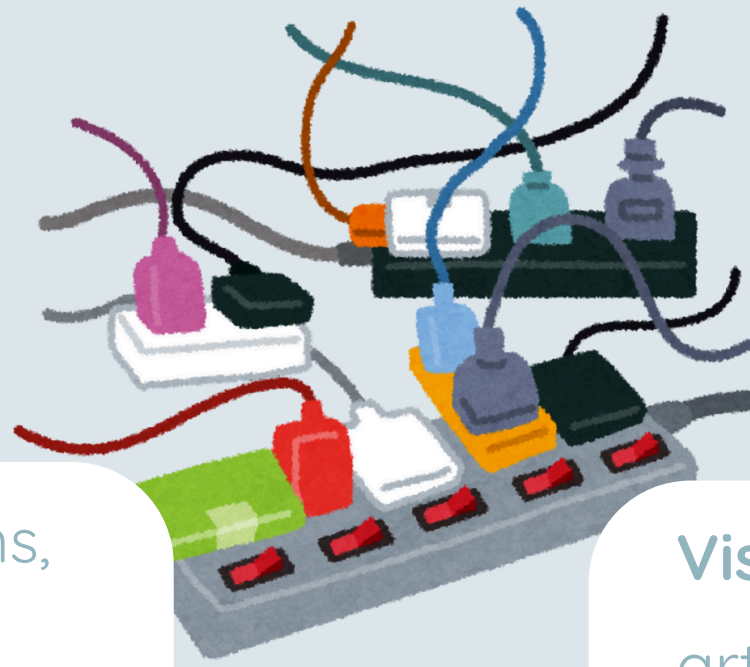


How Long Have You Been a Part of a Multidisciplinary  
Child Abuse Investigation and Response Team?





# Team Leadership



**Directive:** give orders and make final decisions, less conflict

**Control-focused:** emphasize control, direction, and hierarchy

**Formalized:** Communication channels and roles are well-defined

**Experience-based:** Authority is based on experience and longevity

**Consistency:** Predictable practices and policies over time

**Decision Making:** efficient, stream-lined, quick, crisis response

**Visionary:** create a compelling vision and articulate clear goals

**Empowering:** empower their teams to take risks, make decisions, and learn and grow

**Ethical:** make ethical decisions and are civic-minded

**Inclusive:** value diversity and inclusion

**Humble:** draw on the strengths of others and are continually learning

**Emotionally intelligent:** understand and manage their own emotions, and empathize with others

# *MDT Real Talk*

- Different missions, environments, cultures
- Different goals, performance expectations
- Varying levels of experience & buy in
- Reluctant representatives
- Not everyone will play nice in the sandbox
- The burnout is real
- Our systems are set up to be reactive

## **Who's the authority???**

## **Leader's Mindset**

- Individual Contributor vs Leader



# MDT Functioning

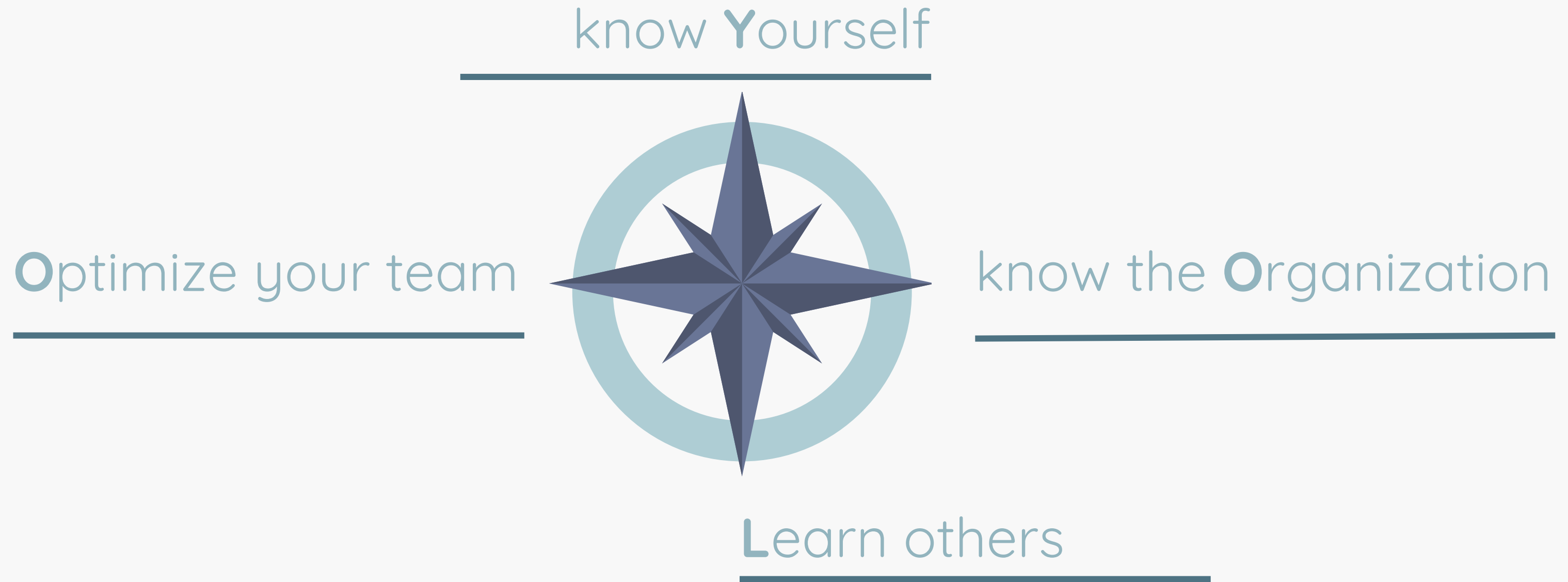
Affective Aspects	Behaviorial Processes	Cognitive Aspects
Mutual Respect	Communication	Knowledge Individual/Collective
Trust	Conflict Resolution	Understanding
Cohesion	Learning	Diversity in Expertise
Collective Efficacy	Decision Making	Shared Direction

Enabling Factors
leadership
resources

Processes
protocols
joint training

Individual Factors
skills
knowledge
roles
priorities

# *Y.O.L.O. Leadership*



# know Yourself

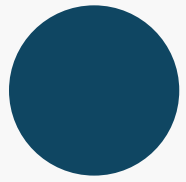
- Personal “Why”
- Triggers
- External Feedback



When you can objectively see the patterns in your own behaviors you can make adjustments for efficient results and better performance

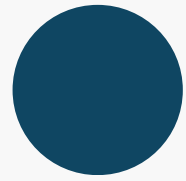






## Triggers





# External Feedback

**Anim** The Johari Window Explained With Examples | Whiteboard Animation video | Explainer ... [Share](#)

**Johari model goal**  
Enlarge the open area

	Known to self	Unknown to self
Known to others	Open Area	Blind Area
Unknown to others	Hidden Area	Unknown Area

Watch on YouTube



*Who we  
are is  
how we  
lead.*





# know the Organization(s)



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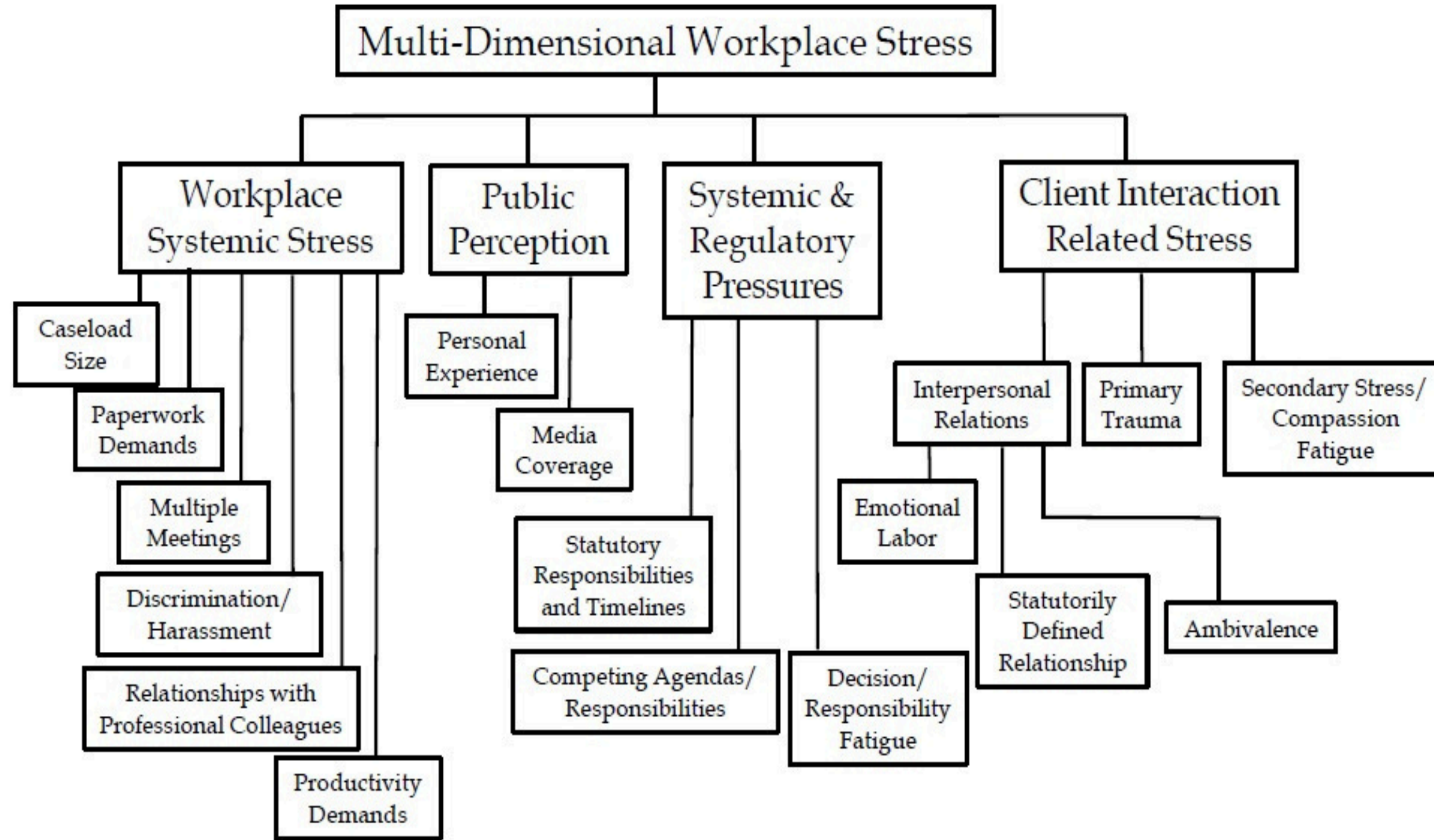
## Mission, Vision, Roles

- Your organization/discipline
- MDT agencies/disciplines
- Shared goals or guiding principles
- Leadership

## Community

- Public Perception
- Collective

[Inspired by Patricia Fisher's "Complex Stress Model"]



Alan O'Malley-Laursen, MSW, LICSW, CFE/T

# Learn others

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## Personally

- Closeness within the Team
- Communication Style
- Priorities
- Attributes
- Preferences

## Professionally

- Goals
- Skills
- Collaboration
- Preparation
- Conflict

## Platinum Rule

Treat others the way they need to be treated in order to succeed

MDT: Treat others the way they need to be treated in order for the team to succeed



# Optimize your team

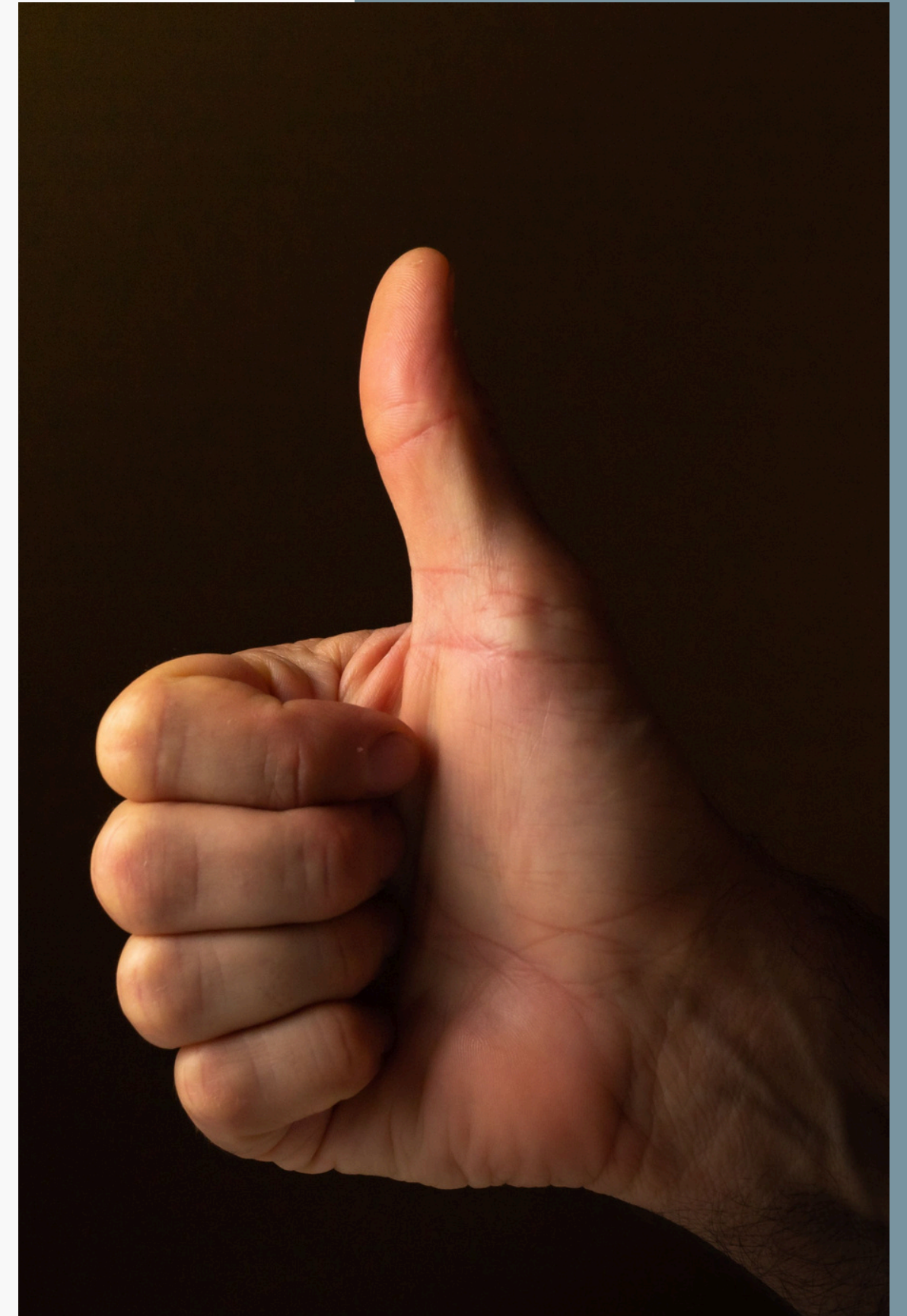
## Champions

- Be Proactive
- Influence Others
- Make Decisions
- Be Accountable
- Accept Responsibility
- Communicate Clearly

## Upstream Approach

public health parable: the upstream-downstream story

medical sociologist Irving Zola



# *Upstream: Who Keeps Chucking These Kids in?*



# Upstream



“So often we get stuck in cycles of response. We put out fires. We deal with emergencies. We handle problem after problem, but never get around to figuring out or addressing what is causing the problem”



Upstream efforts:

- prevent problems before they happen
- systematically reduce the harm caused by those problems
- move beyond symptoms & problems to address root cause



# *Upstream*

## *Multidisciplinary Teams*



\*adapted from Upstream: Dan Heath, 2020

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### **Anticipate:**

- Smoke Alarms/Sensors “eyes and ears of the team”
- Look for Predictors
- Constantly monitor team norms
- Grapevine

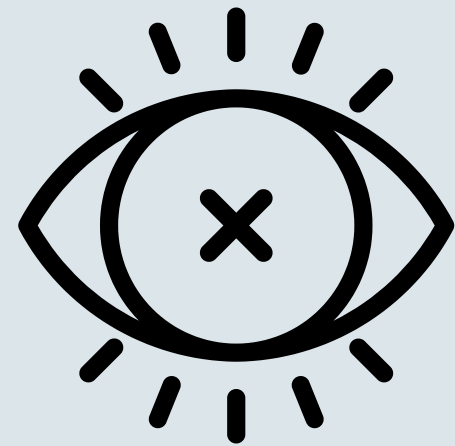
### **Unite the Right People:**

- Find your champions in each discipline
- Give them a role related to their experience & expertise
- Shared Goal & Clarity of Vision

### **Find Points of Leverage:**

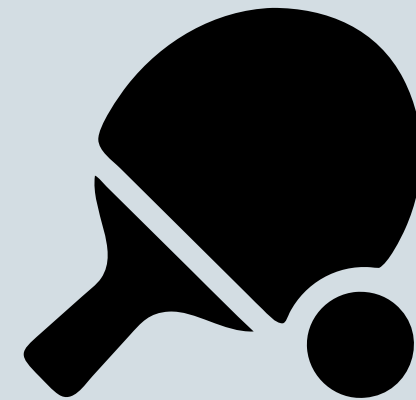
- Systemic Awareness
- Identify “power people”
- Small shifts for big change

# Typical Barriers to Upstream



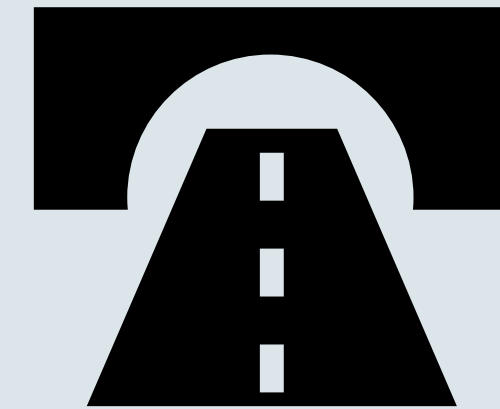
## Problem Blindness

- I don't see the problem
- The problem seems inevitable



## Lack of Ownership

- That's not my problem to solve



## Tunneling

- I can't deal with that right now

How do these show up on our MDTs?



# *In the Arena*



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“It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly; who errs, who comes short again and again, because there is no effort without error and shortcoming; but who does actually strive to do the deeds; who knows great enthusiasms, the great devotions; who spends himself in a worthy cause; who at the best knows in the end the triumph of high achievement, and who at the worst, if he fails, at least fails while daring greatly.”

— **Theodore Roosevelt**



# Resources

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## Books

- The Essential Handbook for Highly Effective Human Service Managers- Tim Nolan, Ed.D.
- The First Time Manager- Loren Belker, Jim McCormick, Gary Topchik
- Intentional Leadership: The Big 8 Capabilities Setting Leaders Apart- Rose M. Patton
- The Compassion Fatigue Workbook- Françoise Mathieu, M Ed., RP
- Upstream: How to Solve Problems Before They Happen- Dan Heath
- Dare to Lead-Brave Work. Tough Conversations. Whole Hearts- Brene Brown
- The Trauma Stewardship - Laura van Dernoot Lipsky
- Jesus, CEO- Laurie Beth Jones

## Other Publications

- Northeast Regional Child Advocacy Center. (2016). Developing Yourself as a CAC Leader
- Intentional Leadership and Interpersonal Effectiveness (2019) Kathryn J. Deiss
- The Institute on Trauma and Trauma-Informed Care (2019) Trauma-Informed Organizational Change Manual.

# Resources Continued

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## LinkedIn

Kemerlin Richards: SHE Leads Authentically [www.linkedin.com/in/kemerlinrichards/](http://www.linkedin.com/in/kemerlinrichards/)

Justin Wright [www.linkedin.com/in/jwmba/](http://www.linkedin.com/in/jwmba/)

Amy Gibson [www.linkedin.com/in/amy-l-g/](http://www.linkedin.com/in/amy-l-g/)

FranklinCovey [www.linkedin.com/company/franklincovey/](http://www.linkedin.com/company/franklincovey/)

## Websites

TEND Academy <https://www.tendacademy.ca/>

Human Services Leadership Institute <https://highlyeffectiveorganizations.org/>

NCAC CALiO: Child Abuse Library Online <https://www.calio.org/>

The Trauma Stewardship Institute <https://traumastewardship.com/>

Dare to Lead- Brene Brown <https://brenebrown.com/hubs/dare-to-lead/>

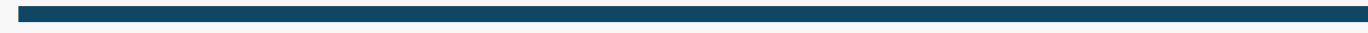
Institute on Trauma and Trauma Informed Care <https://socialwork.buffalo.edu/social-research/institutes-centers/institute-on-trauma-and-trauma-informed-care.html>

# Resources Continued

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- Herbert J, Ghan N, Salveron M, Walsh W. (2021) Possible Factors Supporting Cross-Agency Collaboration in Child Abuse Cases: A Scoping Review. J Child Sex Abus. 2021 Feb-Mar;30(2):167-191. doi: 10.1080/10538712.2020.1856994. Epub 2020 Dec 14. PMID: 33317439.
- Herbert, J. L., & Bromfield, L. (2019). Multi-disciplinary teams responding to child abuse: Common features and assumptions. Children and Youth Services Review, 106, Article 104467  
<https://doi.org/10.1016/j.childyouth.2019.104467>
- McGuier EA, Rothenberger SD, Campbell KA, Keeshin B, Weingart LR, Kolko DJ. (2024) Team Functioning and Performance in Child Advocacy Center Multidisciplinary Teams. Child Maltreat. 2024 Feb;29(1):106-116. doi: 10.1177/10775595221118933. Epub 2022 Aug 9. PMID: 35943489; PMCID: PMC9908768.
- Treadway, D. C., Douglas, C., Ellen, B. P. III, Summers, J. K., & Ferris, G. R. (2014). Leader political skill and team effectiveness: The positioning of political skill in the framework of leader competencies. In R. E. Riggio & S. J. Tan (Eds.), Leader interpersonal and influence skills: The soft skills of leadership (pp. 173–206). Routledge/Taylor & Francis Group.



# *Thank You*

shelley.hitzel@nfmcmc.org

[www.linkedin.com/in/shelley-hitzel](http://www.linkedin.com/in/shelley-hitzel)

716-550-1910

