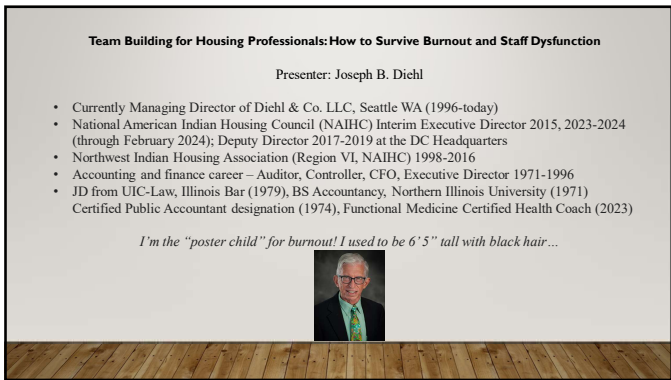
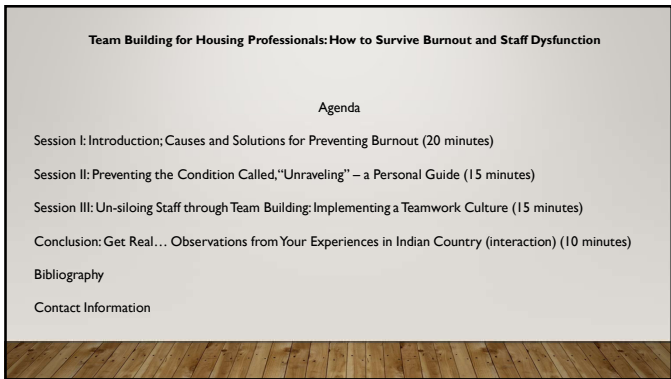


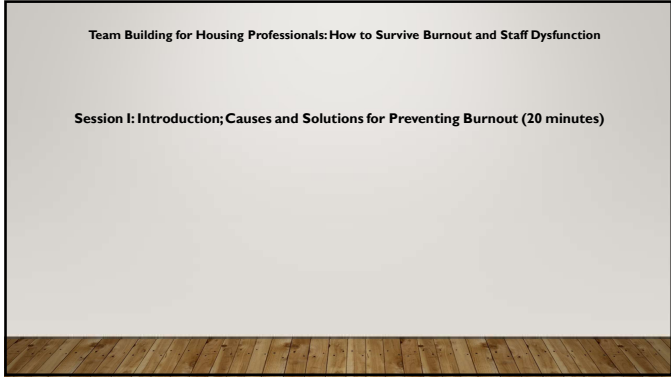
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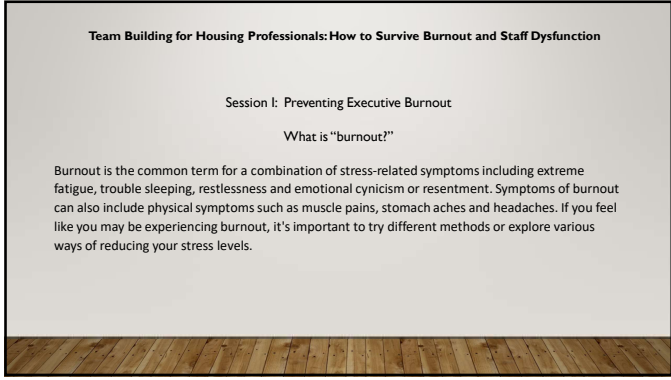
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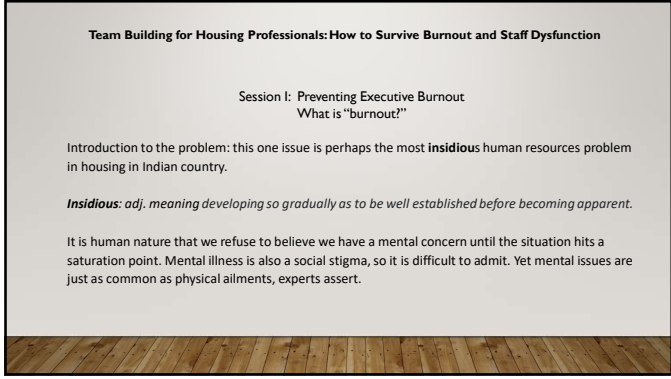
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6

Team Building for Housing Professionals: How to Survive Burnout and Staff Dysfunction

Session I: Preventing Executive Burnout
What is "burnout?"

According to a 2022 study, 42% of all workers disclosed they were experiencing burnout. Sometimes imposter syndrome goes hand-in-hand with burnout – where a person with low-self esteem makes them suspicious of their own abilities and skills; this causes them to constantly worry.

Leading Causes – and many may overlap: fatigue, stress, regulatory pressure, lagging staff support, politics and silo-ing (a lack of teamwork among those allegedly seeking the same goals), habit or culture of multi-tasking, outcomes arising out of the global pandemic (including sudden loss of socialization, no direct supervision, isolation and depression), too much workload, lack of autonomy (e.g. micromanaging), lack of meaningful relationships (welcome to your desk job!), and preferential treatment by supervisors, the board or other leaders in your organization. Did I miss any?

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Team Building for Housing Professionals: How to Survive Burnout and Staff Dysfunction

Session I: Preventing Executive Burnout
What is "burnout?"

- Symptoms: "checking out," feeling overwhelmed, lack of appreciation, health issues, disruption at home.
- Types of burnout: (1) frenetic burnout – one can never achieve enough; (2) under-challenged burnout – the workplace offers no room for self-improvement or growth; (3) worn-out burnout – a feeling of helplessness (not so much from being overworked, but rather a negative or critical workplace culture).
- Impact: high cost of turnover at the highest levels; disruption in management; loss of confidence by colleagues and industry partners. Housing directors play musical chairs – or leave the industry.
- Unaddressed issues: health costs; morale costs.

8

Team Building for Housing Professionals: How to Survive Burnout and Staff Dysfunction

Session I: Preventing Executive Burnout
What is "burnout?"

- Burnout phases: (1) the honeymoon phase – usually preceded by taking a new job and new responsibilities, and a drive to succeed; (2) the beginning of stress or anxiety phase – the newness subsides and you begin to see the uglier aspects of your job; (3) chronic stress phase – it impacts brain functioning and friends/family find it difficult to get along with you; it is a disconnection from a healthy state; (4) the setting-in phase – the individual becomes consumed with stress, as it saturates their entire life and they simply feel that they cannot take it any longer; and finally, (5) the phase of sustained burnout – when burnout becomes the new normal, clinical depression creeps in and people come close to a complete shutdown.

9

Team Building for Housing Professionals: How to Survive Burnout and Staff Dysfunction

Session I: Preventing Executive Burnout

Housing director positions are not attractive – please contribute to this conversation!

- Rural pay scales, less attractive to families; fewer social, arts and entertainment opportunities.
- Untrained or “silo’d” staff.
- Unmotivated or disinterested staff – attitudes may not be conducive to create productive staff.
- There are tribal housing boards, tribal councils, government agencies – overseeing your work.
- Jobs like running a housing operation - that inherently cause intense exhaustion as a result of prolonged stress in the workplace, can affect even the most positive employee's productivity and well-being.
- **Preventing and managing burnout proactively through personal development can be one of your best personal assets if you work in a field that you know to be high-stress.**

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Team Building for Housing Professionals: How to Survive Burnout and Staff Dysfunction

Session I: Preventing Executive Burnout

Some background. Although the concept of occupational burnout originated in the 1970s, the medical community has long argued about how to define it. In 2019 the World Health Organization finally included burnout in its International Classification of Diseases, describing it as *“a syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed.”*

This language acknowledged that burnout is more than just an employee problem; it’s an **organizational** problem that requires an organizational solution.

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Team Building for Housing Professionals: How to Survive Burnout and Staff Dysfunction

Session I: Preventing Executive Burnout

When you analyze the real causes of burnout, it becomes clear that almost everyone has been attacking the problem from the wrong angle. According to Christina Maslach of the University of California, Berkeley, Susan E. Jackson of Rutgers, and Michael Leiter of Deakin University, there are five categories or broader triggers for burnout, including:

1. Unsustainable workload.
2. Perceived lack of control.
3. Insufficient rewards for effort.
4. Lack of a supportive community.
5. Lack of fairness.

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Team Building for Housing Professionals: How to Survive Burnout and Staff Dysfunction

Session I: Preventing Executive Burnout

Where did we as the tribal housing association – and our members, go wrong? Weigh in, please!

- Mismatched values and skills?
- We didn't adjust workloads?
- We didn't give people control and flexibility?
- We allowed more meetings and unhealthy levels of screen time?
- We didn't recognize the extent of people's struggles?
- Our workloads far exceeded what was humanly possible to complete?
- We failed to address mental health issues and stressors in our business?
- We didn't share best practices as we could have?

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Team Building for Housing Professionals: How to Survive Burnout and Staff Dysfunction

Session I: Preventing Executive Burnout
The "Great Resignation" defined.

The terms used in the 2020's – the *Great Resignation*, or *The Turnover Tsunami*, shows no signs of slowing down, and this mass exodus of housing directors and otherwise competent housing staff - and those with expertise in our industry - is not just for frontline workers. Executives and leaders are leaving their roles due to burnout. Upper management and executives across many industries are overworked, overwhelmed, and leaving their companies for positions in organizations that recognize the value of a healthy and happy workforce. Why work on the reservation if Amazon or other huge growth companies in an urban area, pay a much higher salary? (*helping your tribe should always be a consideration*)

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Team Building for Housing Professionals: How to Survive Burnout and Staff Dysfunction

Session I: Preventing Executive Burnout

Among many factors precipitating this high turnover in our industry - fatigue and lack of support are the most significant. A recent Deloitte survey revealed that almost 70% of executives across all industries – not just in tribal housing, are considering leaving their jobs for workplaces that care more for their well-being. According to the same study, 57% of employees outside of management roles want to quit for similar reasons.

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Team Building for Housing Professionals: How to Survive Burnout and Staff Dysfunction

Session I: Preventing Executive Burnout

There are more open jobs now than in February of 2020, before the pandemic. The job market is still hot and this phenomenon is defiant against the worries of the "talking heads" on TV cable channels. The "coming recession" as been a tired catchphrase, as the economy keeps growing, and unemployment dwindles to record levels... despite anxiety over the state of the US economy. Workers and leaders have the power of choice and can still dictate the course of their careers – although admittedly, on a tribal reservation as your universe, jobs that pay more than housing directors might be hard to move into in a job change. Because of this, burnt out executives and leaders are leaving their roles, knowing they will find better opportunities in other parts of the country or in urban areas.

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Team Building for Housing Professionals: How to Survive Burnout and Staff Dysfunction

Session I: Preventing Executive Burnout

- Guess what. It isn't a phenomenon restricted to housing, nor restricted to Indian country. In 2022 alone, major corporations, including Amazon, Starbucks, Pinterest, and American Airlines, have seen their CEOs resign. That's in addition to the losses of 2021, which include Twitter and Disney.
- When the pandemic hit, managers in most industries had to lead entire teams through extraordinary changes and difficulties as workforces and markets were still trying to find stable ground during a global pandemic. Executives and leaders can be great decision-makers, but that doesn't necessarily mean they possess the skills to lead people through times of personal and professional crises. Trying to get people to perform and equipping them to work at home, when many of the staff experienced low morale and were siloed, was difficult – at best.

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Team Building for Housing Professionals: How to Survive Burnout and Staff Dysfunction

Session I: Preventing Executive Burnout

- In addition, housing supervisors often don't have the power or influence to change the culture and priorities of an organization in their organizations, to give their team members the compensation and respect they are demanding. High performers who are awarded cost-of-living increases, are deflated, demoralized and basically lose their ambition to do well.
- Some of the same concerns that frontline workers in housing authorities face often apply to executives and leaders: they are unable to meet their basic needs and are undervalued by their employers. Morale plummets. Belief that your employer is on your side, shifts. It shifts to a quiet anger, a quiet unrest.

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Team Building for Housing Professionals: How to Survive Burnout and Staff Dysfunction

Session I: Preventing Executive Burnout

What is "burnout?"

- A housing director's demanding role, increased responsibility, decreased resources, and exhausting schedules often prevent them from meeting their OWN basic needs, practicing self-care, or taking time off. They suffer from unhealthy stress levels and a lack of support from their employers, despite their high-level title and roles over other workers.

We all know what BURNOUT is.

In the Session named CONCLUSION (Session IV) – Please share what YOU think BURNOUT is for you, its impact on your family, and your own ways of dealing with stress and anxiety. Have you BEEN there, and DONE that?

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Team Building for Housing Professionals: How to Survive Burnout and Staff Dysfunction

Session II: Preventing the Condition Called, "Unraveling" – a Personal Guide (15 minutes)

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Team Building for Housing Professionals: How to Survive Burnout and Staff Dysfunction

Session II: Keep Leaders from Unraveling – The Tough News

- Change, starts with you.
- Boundaries are a set of rules or moral standards we all live by. They protect you from conflicts, miscommunications and burnout – boundaries are important in your personal, and your work life.
- Boundaries are important to your health, happiness and productivity.
- What are your workplace expectations? What are your workplace boundaries?
- Setting boundaries requires that you first know what they are.
- Your boundaries will stem from your values and life priorities.
- What are your core values? What are your signature strengths?
- Don't be afraid to say NO.
- NO means NO in boundary setting.

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Team Building for Housing Professionals: How to Survive Burnout and Staff Dysfunction

Session II: Keep Leaders from Unraveling – Start with YOU.

- First, communicating your boundaries is the most effective when it is simply put.
- Be specific, and to the point.
- Don't justify your boundaries. Never apologize for your boundaries.
- Be honest with yourself, first. You don't have to explain to others, why you have a boundary.
- Just let them know you have a boundary and that you expect them to respect it.
- (Of course, if they do not respect it, you must choose what to do)
- What if your plan to set boundaries, is challenged? If a co-worker challenges your boundaries, try reiterating and reinforcing your boundary. Give them a couple chances to get it right. If by the third time, they don't respect your boundaries, you'll need to take stronger steps.
- Conflict in the workplace is stressful, but you have a right to be respected.
- We must be treated with respect... but setting boundaries requires excellent management of your emotions.

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Team Building for Housing Professionals: How to Survive Burnout and Staff Dysfunction

Session II: Keep Leaders from Unraveling – The Tough News

- Many companies, including your own NAIHC, are taking steps to creating a "Trust and Inspire"-based positive workplace culture. We'll touch upon ways to move in that direction as a part of Session IV today.

Here are suggested ways to reduce the impact of burnout in your everyday life, from Conquering Burnout in a Toxic Workplace by Alison Flickinger.

- Make self-care your priority. It is not selfish, it is necessary for your healing and growth.
- Get more rest. Stressful workplaces often cause sleepless or even worse, depression and lack of hope.
- Talk to people. Talking through situations with others often is a healing experience, and helps you to vent your frustrations.

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Team Building for Housing Professionals: How to Survive Burnout and Staff Dysfunction

Session II: Keep Leaders from Unraveling – The Tough News

- Journal Writing in a journal is therapeutic and soothing.
- Exercise. Even if it is only a brisk walk, your body keeps the score and it releases endorphins in your brain – which also activates relief. You'll have a better appetite, raise your spirits and connects you with another environment (I'm a trail runner!)
- Find new off-hour hobbies. Breaking a routine often breaks the stress.
- Recognize your triggers. Triggers can be good and bad. A difficult employee might be a bad trigger; watching a comedy show on Netflix can be a trigger to laughing and getting your mind off your troubles.
- Try mindfulness techniques such as meditation, waking up early and sitting alone with a pad and pen, or deep breathing techniques.

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Team Building for Housing Professionals: How to Survive Burnout and Staff Dysfunction

Session II: Keep Leaders from Unraveling – Start with YOU.

Other tips from the same author:

- Engage in education and personal growth. Hopefully your employer will encourage training and education.
- Change the environment where you work – keep your workplace tidy, add some nice art, move your office to another area, suggest getting rid of cubicles and opt for an open working space, encouraging employee interaction and engagement.
- Take advantage of breaks. Walk around the housing office building, or if your company has some exercise equipment – reserve it every day for 1 pm.
- Be assertive about a work-life balance. (I'm the biggest violator of keeping a balance)
- Encourage events with your employees, or create a fun event for all of you to attend.

What are your suggestions on how to keep yourself and others from unraveling?

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Team Building for Housing Professionals: How to Survive Burnout and Staff Dysfunction

Session III: Un-siloing Staff through Team Building: Implementing a Teamwork Culture (15 minutes)

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Team Building for Housing Professionals: How to Survive Burnout and Staff Dysfunction

Team Building Training Platform

The Next 41 Slides represent an Overview of the
Actual Slide Pack from a 3 Day Retreat Held in August, 2023
A Rural Southern Tribe in Colorado

Like speed-dating, you'll just get a glimpse of what we cover in a 3 day staff (or board) retreat as we race through the 41 slides!

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The Plan and Objectives

- We'll be mixing up the presentation to keep it interesting. Some of it will be content presentation by the facilitator, explanatory videos, brainstorming sessions using flipcharts to record what we discuss, we'll learn about character strengths, and talk about respect in the workplace. By the end of day two, we will set a goal that we can all achieve as a Team, and use the SMART goal theory to create it.
- Surveys confirm this fact: functioning teams provide housing professionals like you – with more fulfillment at work, and a sense of connection and belonging. Teamwork makes all of us better parents, siblings, spouses, friends and neighbors. Everyone needs a work/home balance!

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The Plan and Objectives (continued)

- We want to improve the cohesion and functioning of your team by applying The Five Dysfunctions of a Team model – created by Patrick Lencioni.
- Over the next two days, we ask you to bring an open mind, to thoughtfully consider and embrace your team's and individual strengths, weaknesses, personalities, traits and their journeys; and to participate actively in the process.
- Give some thought to what an ideal workplace might look like. Is it a place you look forward to coming to on Monday morning? Do you feel fulfilled and challenged? Do you see the fruits of your labor in the achievements of the housing Authority? Do you enjoy working with your teammates?

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Making the Case for Teamwork

- The Five Dysfunctions of a Team was created by Patrick Lencioni – who wrote the NY Times bestseller of the same name, who along with his company, The Table Group, consults with Fortune 500 companies and a diverse mix of other clients including universities, nonprofits and government agencies.
- In adopting this concept which has been universally acclaimed as being groundbreaking, we believe that teamwork is the one sustainable advantage that has historically been untapped.

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Making the Case for Teamwork (continued)

- The challenges are: (1) that teamwork is hard to measure; there are too many variables that impact success or failure for most organizations, and (2) that teamwork is even harder to achieve.
- The power of teamwork cannot be denied. When people come together as a team and set aside their individual needs for the good of the whole, they can accomplish what might have looked impossible on paper.

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Making the Case for Teamwork (continued)

- The power of teamwork involves, in fundamental ways, eliminating the politics and confusion that plague most organizations – the worst of which, we call “bureaucracies.”
- Bureaucracies get a lot less done over time and at a higher cost. And most of the employees are miserable.
- If we can create TRUST – a vulnerability-based trust with each other, ensure conflicts are “mined” and people are heard out, be committed to common goal(s), be accountable to ourselves and each other, and we focus on results – we will become a team.

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Southern Ute Indian Tribe - Tribal Housing Department
Sample 1: Personal History Exercise

Name: _____

- Where did you grow up?
- How many siblings do you have and where do you fall in the sibling order (oldest, youngest, etc.)?
- What was the most difficult, important, or unique challenge of your childhood—of being a kid?
- Who was your hero, or who you looked up to—as you were growing up? Why?
- Recall something you experienced recently that gave you a feeling of pure joy.
- What circumstance recently brought a tear to your eye?

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The 5 Dysfunctions of a Team - Overview

- Lencioni is the best speaker to illuminate his creation which has been applied very successfully across all business platforms:

(Joe to spin up Lencioni's video lecture on his program entitled the 5 Dysfunctions of a Team)

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THE FIVE DYSFUNCTIONS MODEL

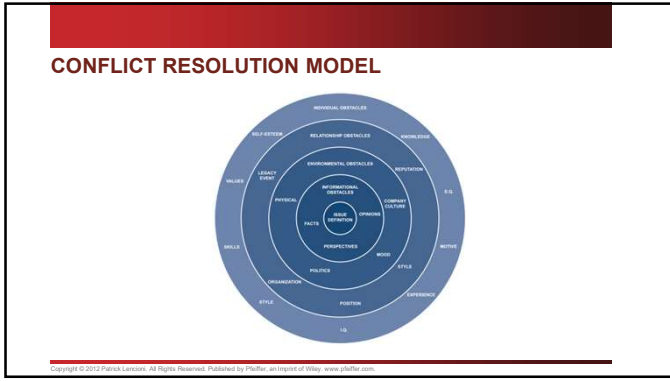
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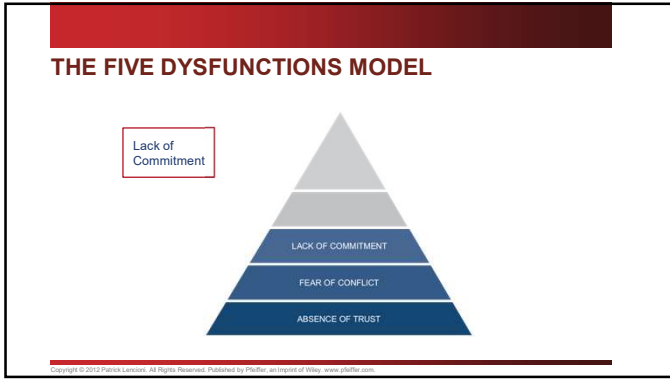
THE FIVE DYSFUNCTIONS MODEL

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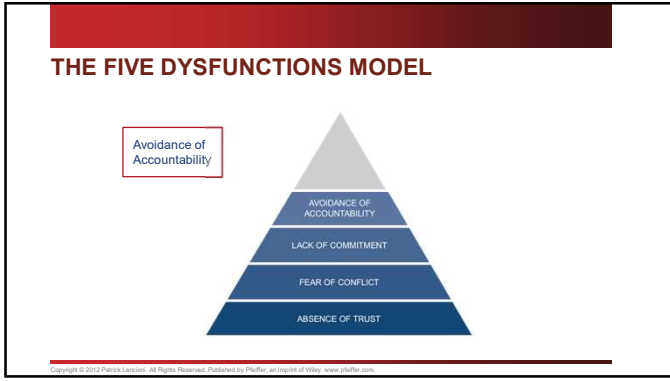
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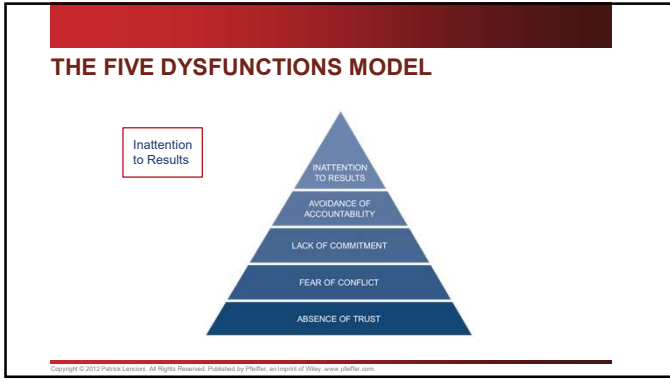
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41



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43

Brainstorming our "WHY"

44

We know WHAT we do
We know HOW we do it
What is our WHY?

Here is the full TED Talk that has garnered over 18 million views since it was released: Simon Sinek, Start with Why

(Joe to spin up the video)

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VIA SIGNATURE STRENGTHS HISTORY

- In the early 2000s, the VIA Institute supported pivotal work on the nature of positive character. A 3-year, 55-scientist study led by Christopher Peterson and Martin Seligman culminated in the landmark text *Character Strengths and Virtues: A Handbook and Classification*.
- The project also involved the creation of two valid and free measurement tools—the VIA Inventory of Strengths (colloquially known as the VIA Survey) for adults, and the VIA Youth Survey.
- Neal Mayerson discusses the beginning days of the project on YouTube in a short video clip.

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VIA SIGNATURE STRENGTHS OVERVIEW

The VIA Classification of Character Strengths and Virtues

VIRTUE OF Wisdom

- CREATIVITY**: Original & Adaptive. Comes up with new ideas.
- CURIOSITY**: Interested. Explores new things, Open to new ideas.
- JUDGMENT**: Prudent. Thinks things through, Open-minded.
- LOVE OF LEARNING**: Masters new skills & topics, Systematically adds to knowledge.
- PERSPECTIVE**: Wise. Provides new counsel, Takes the big picture view.

VIRTUE OF Courage

- BRAVERY**: Shows valor, Doesn't shrink from fear, Stands up for what's right.
- PERSEVERANCE**: Persistent. Finishes what one starts.
- HONESTY**: Authentic. Sincerely shares.
- ZEST**: Enthusiastic, Energetic. Doesn't let things cool nearby.

VIRTUE OF Humanity

- LOVE**: Warm and genuine. Values close relationships.
- KINDNESS**: Generous, Nurturing. Caring, compassionate, Altruistic.
- SOCIAL INTELLIGENCE**: Aware of the motives and feelings of others, Knows what makes others tick.

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VIA SIGNATURE STRENGTHS OVERVIEW

VIRTUE OF Justice

- TEAMWORK**: Team players. Socially responsible, Loyal.
- FAIRNESS**: Just. Doesn't let feelings bias decisions about others.
- LEADERSHIP**: Organizes group activities, Encourages a group to get things done.

VIRTUE OF Temperance

- FORGIVENESS**: Merciful, Accepts others' shortcomings, Gives people a second chance.
- HUMILITY**: Modest, Lets one's accomplishments speak for themselves.
- PRUDENCE**: Careful, Cautious. Doesn't take undue risk.
- SELF-REGULATION**: Self-controlled. Manages impulses and emotions.

VIRTUE OF Transcendence

- APPRECIATION OF BEAUTY & EXCELLENCE**: Finds awe & wonder in beauty, Inspired by goodness of others.
- GRATITUDE**: Thankful for the good. Expresses thanks, Feels blessed.
- HOPE**: Optimistic. Future-minded.
- HUMOR**: Playful. Brings smiles to others, Light-hearted.
- SPIRITUALITY**: Searches for meaning, Feels a sense of purpose, Seeks a relationship with the sacred.

VIA CHARACTER.ORG
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Joseph Diehl
VA Character Strengths Profile
02/19/2013



1. **Humor**
TRANSCENDENCE
Liking to laugh and tease; bringing smiles to other people; seeing the light side; making (and necessarily telling) jokes.
2. **Love of Learning**
WISDOM
Maintaining new skills, topics, and bodies of knowledge, whether in one's work or formally related to the strength of curiosity but given beyond it to describe the tendency to add systematically to what one knows.
3. **Curiosity**
WISDOM
Taking an interest in ongoing experience for its own sake; finding subjects and topics fascinating; exploring and discovering.
4. **Gratitude**
TRANSCENDENCE
Being aware of and thankful for the good things that happen; taking time to express thanks.
5. **Hope**
TRANSCENDENCE
Expecting the best in the future and working to achieve it; believing that a good future is something that can be brought about.
6. **Perspective**
WISDOM
Being able to provide wise counsel to others; having ways of looking at the world that make sense to oneself/others.

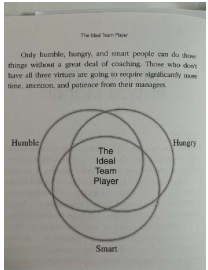
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IDEAL TEAM PLAYER – OVERVIEW

Humility: great team players lack excessive ego or concerns about "status." They share credit for successes, emphasize team over self, and define success collectively, not individually.

Hungry: hungry people are always looking for more. More things to do. More things to learn. Hungry people never have to be pushed by their supervisors. They are self motivated and diligent.

Smart: it isn't what it seems... Smart simply refers to a person's common sense about people. It has everything to do with being interpersonally appropriate. They ask good questions, listen well, and stay engaged.



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Patrick Lencioni recently did a TedTalk on the Ideal Team Player. This is a shortened clip from that presentation.

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**Northwest Indian Housing Department
Sample 2: My Owner's Manual**

When you purchase a complex product, you are given an owner's manual. And they no longer print it out, but it can be found (somewhere) on the cloud! The lesson being is the most complete response on the planet: you are owner's manual on 1 provided to you means one year old on your birth day - see it is available to you. The truth is, who we are and how we deal with life - is ultimately up to us and it is finally influenced by our journey. "I am of the nature of my fate. I am the captain of my soul." Zoroaster. Truly, we are strongly influenced by our experiences in life regardless of our opinions of them.

There exists an infinite number of ways to build a good team and an infinite number of ways to have satisfying relationships in our lives. It is commonly called "LIFE" - which is a journey, not a destination. So, the more we have about our team's's journey, AND how we view our own journey - the more likely we are to understand each other and achieve success as a team.

Let's build our own, personal Owner's Manual which will helpfully assist you and your team members on how best to interact with you in and out of the office - and interact with them in real time, in an optimal way. It is not about doing unto others, but rather - understanding and respecting every team member's journey. While some of our journey's were not taken by choice, our journey did advance us at a very human level, every step of the way. Be it joy, trauma, or struggle - we survived and succeeded.

Please BRIEFLY yet derive responses to these factors that shape who YOU are. Be real - and express your true feelings about your preferences, needs and needs alike. Share things that you're willing to share. Be brief, direct and know that there are insights that others on your team will consider as your collective journey unfolds. Respect their journey's team. It is an exciting time.

1. I prefer to experience these conditions when I work in the office:

-
-
-
-

2. The best ways to communicate with me include these approaches (in this order of preference):

-
-
-
-

3. This is the way I prefer to receive feedback (e.g., give it to me straight, with gentle feedback, or - what is best?):

-

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4. The things I need from others - both teammates and my family members:

-
-
-

5. I struggle with these things that I deal with, in my employment situation:

-
-
-

6. Here are some things I am very good at doing:

-
-
-

7. Today, if I am asked - am I a "morning person" or a "night owl" - I respond this way:

-

8. This is the one thing that stresses me out the most, in life:

-

9. I have been on a journey... and now, these are the top 3 things I value the most in my life, today (in the order of importance to me):

-
-
-

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**DEEP DIVE INTO RESPECT IN THE
WORKPLACE**

57

DEEP DIVE INTO RESPECT IN THE WORKPLACE

Topic areas:

- *R-E-S-P-E-C-T is not only a song by Aretha Franklin*
- *Company Culture: What is it? What is its Impact?*
- *Changing Company Culture – Some Tips and Approaches*
- *Building a Respectful Atmosphere in the Workplace*

(NOTE: this is a 2 hour interactive presentation with role-playing)

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INTRODUCTION INTO GOAL SETTING

WHAT IS A THEMATIC GOAL?
(DEFINITION)

WHAT IS A SMART GOAL?
(VIDEO)

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WHAT IS A "THEMATIC GOAL?"

Patrick Lencioni in *Overcoming the Five Dysfunctions of a Team* advises team members to identify a "thematic goal" that answers the following question:
What one important goal can we as a team achieve in the coming months that we can consider as an achievement and a success?

Examples (that I made up):

- *Improve an existing process or system in the housing authority*
- *Start a job training program for unemployed residents who want to learn a skill*
- *Create ideas on how to better support our residents – conduct surveys, brainstorming, research... and write a proposal to be considered by the tribe*
- *Strengthen the team itself – classes or soft skills trainings*
- *Cross train other departments in the tribe on what we do*

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WHAT IS A "THEMATIC GOAL?"

- *Reach out and research what other housing departments and THAs in Indian country are doing innovatively in housing services*

Choosing a thematic goal doesn't mean that other goals or our regular work duties are ignored. A thematic goal ensures that every team member focuses on achieving the goal and works together to make progress – everyone contributes to the achievement of the thematic goal.

This is an experiment in teamwork using the 5 Dysfunctions of a Team platform.

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WHAT IS A "THEMATIC GOAL?"

We've gone full circle now – using the 5 Dysfunctions of a Team model to create and begin work on a Thematic Goal:

Trust is the foundational piece that will continually need reinforcing. It's never "one and done." Team members work well together when they have opportunities to share their ideas and opinions, and debate is welcome.

Conflict: teams don't work well when conflict is avoided and consensus wins out over innovation and creativity.

Accountability between peers happens when there is a solid foundation of trust and open debate. People are more willing to follow through with their commitments. A culture of accountability develops whereby colleagues give each other feedback, both positive and corrective.

Results: The final piece of the team pyramid is the tracking of progress and results through a system. Whatever system is used to show who does what by when, it must be frequently updated and accessible at all times.

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**BIG PICTURE SUMMARY AND WRAP-UP
OF WHAT WE HAVE COVERED OVER THE
PAST 1 ½ DAYS**

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What is our Team's WHY?
Driven by our Values and Beliefs

Help people secure housing
Provide affordable housing to low-income people
Provide safe housing
Provide clean housing
Maintain the housing
Provide financial assistance where needed
Encourage maintenance by residents, with support
Serve non-SUIT households
Great staff

Alternative Funding Possible:
Low Income Housing Tax Credit Program
Corporate Foundations or Corporate Giving Program
Family Foundations
USDA
Veterans Administration
Private Donations
Fund Raising Events

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Establishing a Thematic
Goal for our Housing
Authority

Facilitated Discussion
On the Next Slide's Topics
(Flipchart or Whiteboard)

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Consider:

- Thematic goal: what one important thing or things, can we accomplish as a team in the next 3-6 months, which uses everything we've learned and discussed over the past 1 ½ days?
- Can we make it SPECIFIC, MEASURABLE, ACHIEVABLE, RELEVANT and TIME-BOUND?

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Finalizing our Goal(s)

- Finalize the wording.
- What "milestones" can we set – to let us know we are on track?
(for example, "by November 1, resident/tenant file reviews are completed..." and "by December 1, all missing forms/data are collected.")

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**Wrap-up, Closing Comments, and Feedback
from all Participants on the Retreat**

Next Steps for the Team

Closing Ceremony and Prayer

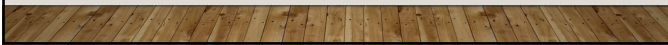
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Team Building for Housing Professionals: How to Survive Burnout and Staff Dysfunction

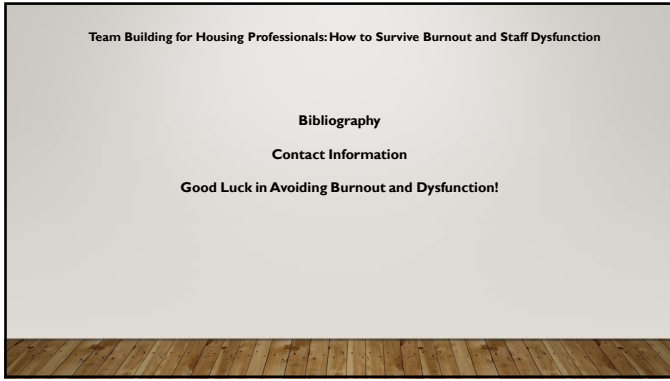
Conclusion: Get Real... Observations from Your Experiences in Indian Country (interaction) (10 minutes)

Homework and Food for Thought

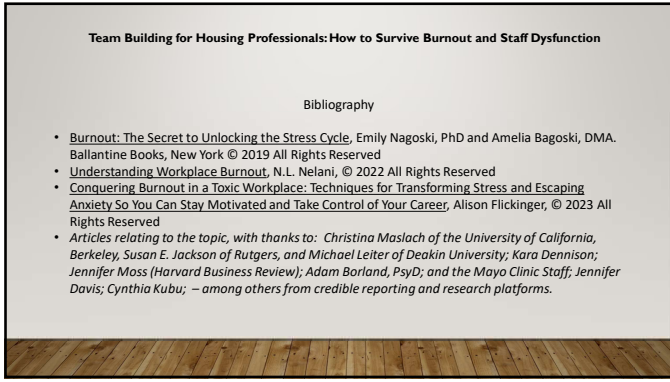
1. What are the other causes of burnout in housing programs in Indian country that we did not bring up?
2. What can housing boards do to reduce the loss of quality employees in housing that directly result from these chronic problems?
3. Consider the true cost of housing staff burnout and dysfunction: how can it be mitigated?
4. Can the principles of self-determination be implemented so that the culture of the tribe and its traditions can be inculcated into the workplace at housing departments and housing authorities?
5. Consider human nature: people naturally resist change, even when their circumstances might improve through the adoption of new approaches and new ideas. How do we overcome this resistance?



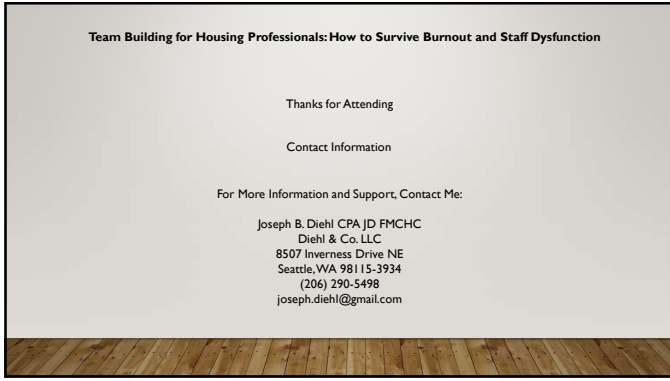
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