**M8-B. Ray’s Work-Related Behaviors**

**Part 2: His Progress Through the TC**

**Scenarios**

*Scenario 1: Crew Member*

During Ray’s first weeks in the TC he received extensive instruction from staff about the essential elements of the TC approach. Ray worked as a Kitchen Crew Member and was inconsistent in his work performance. He was unable to control his emotions on several occasions and was unable to communicate well with others. Ray received a considerable amount of attention from staff members and senior TC members and was made aware of his unreliable performance and the consequences this behavior had on others. He was held accountable for these in his encounter groups.

*Scenario 2: Assistant Team Manager*

Ray was promoted to Assistant Team Managerwhen he began to demonstrate a more responsible and consistent behaviour as a Crew Member. In his new position, Ray was presented with many opportunities to learn how to be responsible and accountable and to manage others. Staff members and senior TC members presented situations to him that furthered his self-knowledge and revealed underlying problems. In his encounter group sessions, Ray became more aware of how his behavior affected others.

*Scenario 3: Team Manager*

Once Ray demonstrated readiness to accept direct responsibility for an area of work and staff supervision, he was promoted to Team Manager to strengthen his management skills for the outside world. The role of Team Manager provided opportunities for Ray to be tested in all areas, including his relationship with others, self-management, and work values. It allowed him to be tested on underlying personal issues that had surfaced over the past several months. In the TC, members keep meticulous records of all events. Each activity that occurs is reported in writing. In his role as Team Manager, Ray reviewed the logs every day to ensure that incidents were handled appropriately. As Team Manager, Ray was faced with a turning point decision: “Am I part of this community, or will I continue to seek instant gratification and to evade responsibility?” Ray began to feel responsible for maintaining the TC as a healthy and safe community. He realized that he did not need staff members to watch him constantly to make sure he was acting responsibly.

*Scenario 4: Senior House Manager*

After 2 months of serving as department head and successfully resolving an intense conflict with a new member, Ray was promoted to Senior House Manager. He demonstrated that he could walk the walk and talk the talk. In this role, Ray directly supervised Team Managers, led meetings, reviewed member’s schedules, and was involved in disciplinary actions. Ray functioned as a successful role model, which enhanced his self- identity and helped new members. Although Ray achieved the highest ranking management position, he still performed a wide range of tasks, such as mopping floors, conducting room runs, and serving food. He demonstrated proper procedures and was learning to be a consistent role model for others. Ray learned to handle his newly acquired status, power, and independence while continuing his personal growth through self-reflection and guidance from peers and staff.

**Part II**

Read the scenarios assigned to your group and decide as a group how as staff members you could at this point:

* Encourage self- help
* Be a role model
* Educate and explain
* Promote community-as-method and mutual self-help.