

Engage with Ease: W-2 Case Management Fundamentals

Purpose: To develop the interpersonal skills W-2 Case Managers need to foster successful collaborations with participants.

Learning Objectives:

- Discuss the significance of self-awareness when interacting with participants.
 - Define the concept of professional boundaries in the context of W-2 case management.
 - Determine ways to establish and maintain professional boundaries.
 - Demonstrate coaching conversation strategies.
 - Describe the key elements of effective appointment facilitation, including preparation and participant engagement.
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Table of Contents

INTRODUCTION	4
SELF-AWARENESS	5
Emotional Intelligence	6
Self-Awareness and Participant Interactions	7
PROFESSIONAL BOUNDARIES AND W-2 CASE MANAGEMENT.....	10
Importance of Boundaries	10
Zone of Helpfulness	12
COACHING CONVERSATIONS	13
Strategies for Guiding Coaching Conversations	15
Addressing Issues and Providing Constructive Feedback.....	17
What is Coachability?	17
Feedback	19
Common Conversations.....	22
BOUNDARIES AND YOU	22
Types of Boundaries	23
Best Practices for Setting and Maintaining Boundaries	24
Professional Boundaries in Practice	25
Broken Boundaries.....	25
Awareness	26
Analysis.....	26
Action	26
APPOINTMENT FACILITATION	29
Key Elements	29
Manage Appointment Time.....	29
Preface and Prime	30
Re-Direct Conversations.....	30
Follow Up	30
Enhance Participant Engagement	32
Participant Partnership.....	32
Ask First, Don't Tell	33
Low-risk Conversations.....	33
Motivational Interviewing.....	33
Reluctant Participants	33
APPENDIX	35
Appendix A – Self Assessment.....	36
Appendix B – Personal Action Plan	37

W-2 Contact Information

Questions regarding this training material should be directed via your local agency process to the Partner Training Team,

Email: PTTTrainingSupp@wisconsin.gov

A contact person is available to answer e-mailed questions related to this training material, assist you in completing any activity that you are having difficulty with, and/or provide explanation of anything else about this training material.

Questions regarding W-2 production cases and systems should be directed via your local agency process to the BWF Work Programs Help Desk at:

Email: bwfworkprogramshd@wisconsin.gov

Telephone: (608) 422-7900.

W-2 Policy questions should be directed to your Regional Office staff.

DCF is an equal opportunity employer and service provider. If you have a disability and need information in an alternate format, or need it translated to another language, please contact (608) 535-3665 or the Wisconsin Relay Service (WRS) – 711.

For civil rights questions call (608) 422-6889 or the Wisconsin Relay Service (WRS) – 711.

Introduction

“Could a greater miracle take place than for us to look through each other’s eyes for an instant?” – Henry David Thoreau, 1854

What stood out as you watched the video?

How does this quote relate to the work that you do?

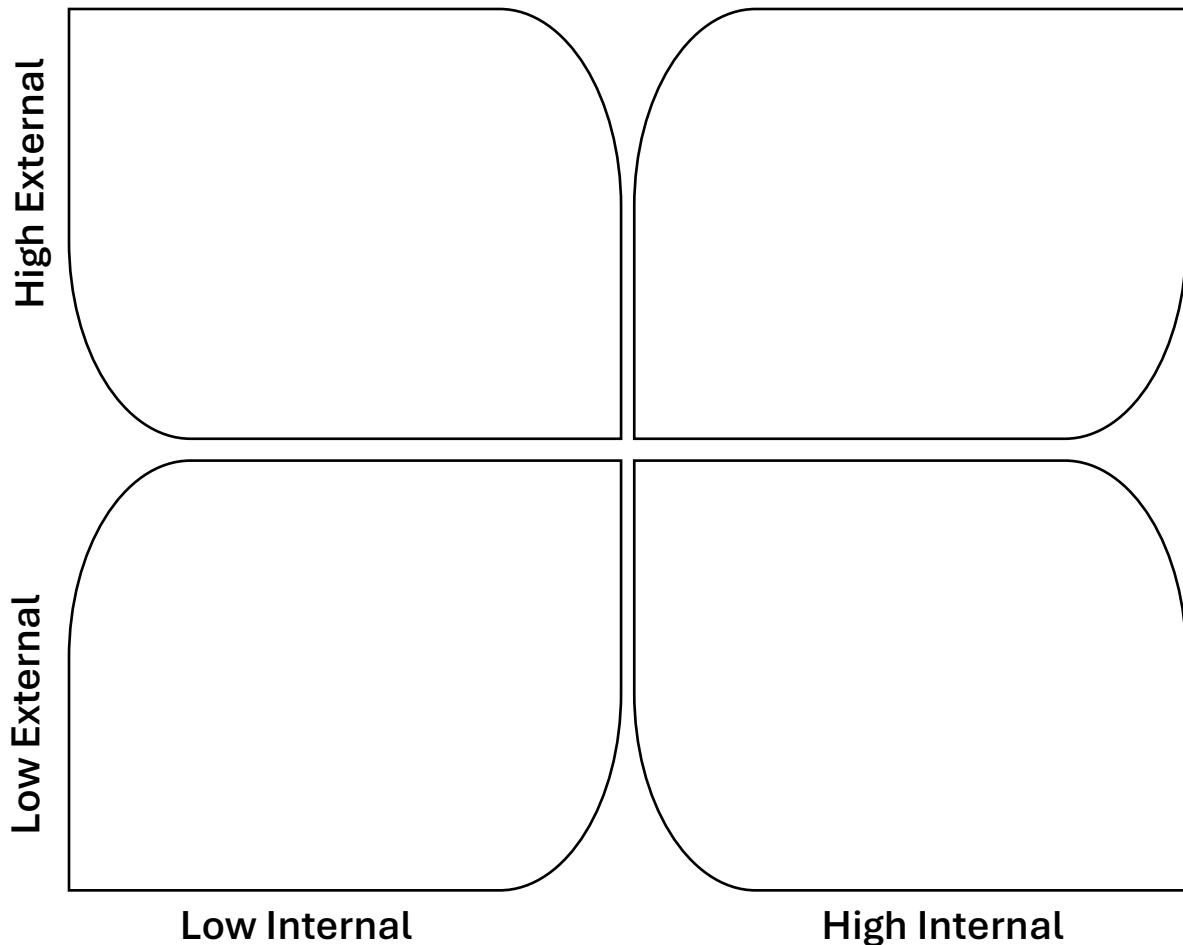
After watching the video, I want to learn _____
so I can better serve families.

Self-Awareness

Self-awareness is knowing your own strengths and weaknesses and what others think are your strengths and weaknesses.

What surprised you about your self-awareness assessment?

Which areas do you feel you need to improve on to be a more effective Case Manager?



Internal self-awareness is how well you know and understand yourself.

External self-awareness is how well you know and understand how others see you.

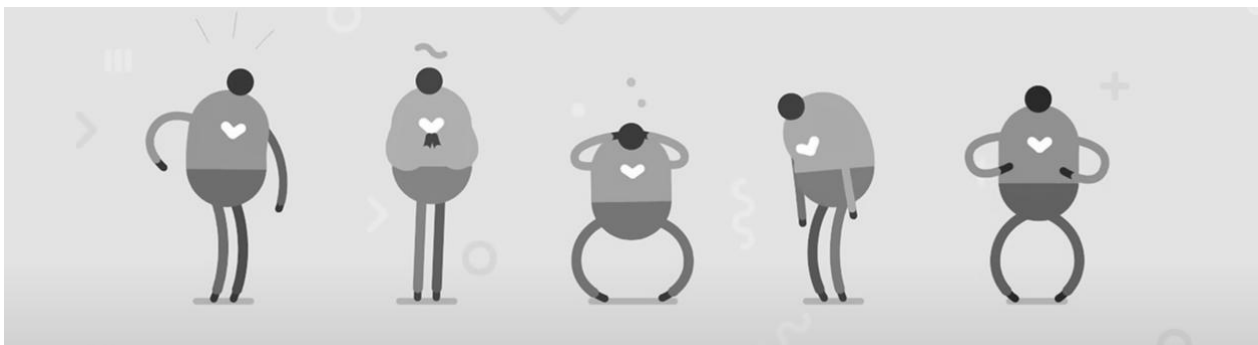
Emotional Intelligence

Emotional intelligence refers to understanding and handling your own emotions and the emotions of others.

How does the video define self-awareness in the context of emotional intelligence?

What role does empathy play in emotional intelligence?

How might your own emotions impact your interactions with participants?



Self-Awareness and Participant Interactions

Reflect and React

	Before	During	After
Reflect and Analyze			
Seek Additional Information			
Consider Alternatives			

Reflect and React

	Before	During	After
Consult with Colleagues or Experts			
Test your Assumptions			
Trust in Professional Judgment			
Control What You Can Control			

What is Your Reaction Reflex?

Your reaction when:	Reflect and React:
A participant shows up in your office unannounced and in crisis.	
A participant is angry because they didn't receive their full payment.	
A participant completes their job skills training.	
You don't know the answer to a participant's question about W-2 policy.	
A participant's situation is similar to one you've dealt with personally.	
A participant's decision doesn't match your values.	
You think the participant is not telling you the full story.	
A participant gets a job in their field of interest.	

Professional Boundaries and W-2 Case Management

Use professional boundaries as a guide to be consistent in your case management.

Set up your boundaries to serve participants and stay at your best.

Importance of Boundaries

Keep your backpack as light as possible for as long as possible by setting and maintaining boundaries.



Boundaries and Case Management

The Case Management Process:

It is crucial for you to have _____ in case management.

You treat everyone _____, no matter what their circumstance.

You define _____ with participants when you set boundaries.

You _____ boundaries to participants as part of your case management.

Case Manager:

You create a _____ and _____ when you set clear boundaries.

It's important to stick to boundaries to keep things _____ between you and participants.

Boundaries play a crucial role in protecting you from _____.

Participant Outcomes:

Ensure that both you and participants have the _____ when you set boundaries.

Participants become more _____ when you set boundaries.

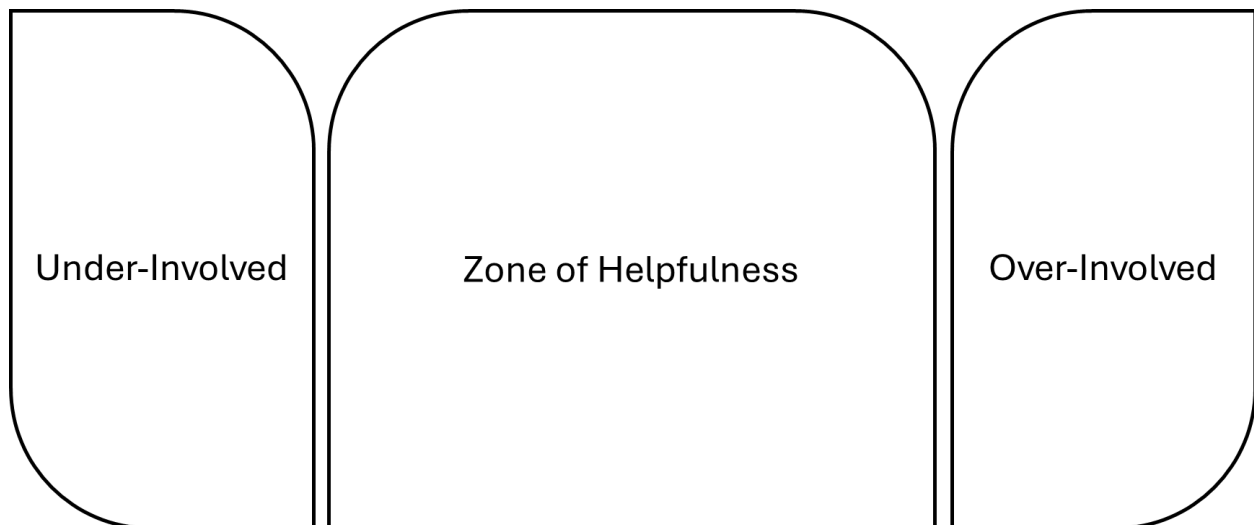
Boundaries and the Big Picture

Who else is impacted by the types of boundaries you have with participants?

What might be some of those impacts?

Positive Impacts	Negative Impacts

Zone of Helpfulness



If you have a question about whether you may be crossing a boundary, to whom would you go for advice?

Coaching Conversations

Coaching focuses on the participant's goals, hopes, and needs.

How to Measure Coaching Success:

When the participant is successful in attaining the goals for the coaching. Smaller successes include goal step completion, helping to broaden the participant's perspective, and skill development.

How can coaching be beneficial to participants?

Coaching should:

- _____ participant coachability.
- Enhance participant _____ - _____.
- Uncover _____ and build participant _____.
- Help the participant get _____.
- Facilitate participant _____.
- Help _____ and _____ participant plans for action.

Important Coaching Skills

- Listen
- Provide feedback
- Ask open questions
- Brainstorm options
- Create trust
- Facilitate change/transition
- Be curious
- Put aside personal agenda
- Be fully present
- Hold participants accountable
- Hold yourself accountable
- Develop strategies and plans
- Be direct
- Be empathetic
- Assume good intentions
- Provide encouragement
- Draw out the participant's motivation for change or action
- Believe in the participant's ability
- Be nonjudgmental
- Be self-aware
- Increase knowledge of the program

What are some strategies you can use to improve your coaching skills?

Values Important to Coaching:

- Acceptance
- Honesty
- Being Genuine
- Encouragement
- Respect
- Exploration
- Equity
- Courage
- Effectiveness
- Partnership
- Sensitivity
- Whole family oriented

Strategies for Guiding Coaching Conversations

Ask the Right Questions – Use provocative questions to inspire conversation and get participants thinking. Use evocative questions to pull participants into the conversation and as a form of self- exploration.

Give a Hand Up – Empower participants to actively engage in conversations by creating an environment where they feel comfortable sharing their thoughts. This will help build a trusting relationship that will further empower them to participate in problem solving discussions, moving forward in a positive direction.

Make It Relevant – Participants are more likely to be an equal partner in your conversation when you talk about what is important to them. Always tie the conversation back to how it will help them improve their families, move toward their goals, and, ultimately, make a difference in their lives.

Share the Stage – Encourage participants to take ownership of their journey while providing support and guidance. Be sure to emphasize that you see the participant as an equal partner, and you value their thoughts, opinions, and experiences.

Maintain Connection – Schedule regular check-ins to maintain ongoing and open communication. Provide follow-up to discussions and commitments either of you made during previous meetings. Encourage and support the participants to dream big, reflect and assess their progress, and celebrate their successes.

Tune In – As a Case Manager, it's important to give participants your full attention. Sometimes, you need to take the lead to guide the conversation. Other times, it's better to let the participant lead the conversation. Knowing when to be assertive and when to step back and follow the participant's lead is essential for building trust and fostering productive communication.

Keep the Good Vibes –When you bring energy and playfulness into your discussions, it helps participants feel more at ease and willing to open up. This makes it easier to explore ideas and find solutions together as you create a positive atmosphere that encourages participation and moves participants closer toward achieving their goals.

Addressing Issues and Providing Constructive Feedback

What is Coachability?

Coachability is a state of mind that can be changed.

Coachable - receptive, willing to change

If someone is coachable, you may see some of the following behaviors and feelings:

1. Open to _____ and ready to discuss areas to improve.
2. Reflects on and _____ ideas from others.
3. Looks for _____ for learning and development (workshops, job skills trainings, certifications).
4. _____ of their strengths and weaknesses.
5. Listens to different _____.
6. Willing to make _____.
7. Ready to face _____ and bounce back from setbacks.
8. Has clear _____ in mind.

Coachable Clues

<i>perspectives</i>	<i>feedback</i>
<i>challenges</i>	<i>aware</i>
<i>goals</i>	<i>tries</i>
<i>opportunities</i>	<i>changes</i>

If someone is less receptive to coaching, you may observe the following:

1. Doesn't _____ to suggestions or want feedback from others.
2. Needs to be _____.
3. Doesn't look for _____ opportunities.
4. _____ acknowledging and discussing weaknesses.
5. Thinks that asking for help is a sign of _____.
6. _____ in their ways.
7. Is _____.
8. Perceives failure as difficult to _____.

Less Receptive to Coaching Clues

defensive
right
overcome
listen

self-development
stuck
weakness
uncomfortable

Simple points about coachability:

- It varies depending on factors like the topic, time of day, what's happening around you, what you are doing, and how you are feeling.
- A participant's openness to coaching can shift.
- It might be easier or harder to coach on different topics.

Triggers – upset, frustrated, stuck

Glimmers – insight, clarity, positive emotions

Feedback

Positive	Negative

SAR Method

S: _____

A: _____

R: _____

Positive SAR

S: To prepare for our appointment today, I reviewed all your participation since our last appointment.

A: You completed all your assigned activities each week.

R: Because of this, you'll receive a full W-2 payment at the end of the month. You also completed the Microsoft Office certification you've been working on.

Negative SAR

S: At your last appointment, you told me you really wanted to get a job in a call center as soon as possible. I let you know that a representative from XYZ Call Center would be at Job Club this week, and we both thought they would be a perfect fit for you.

A: You didn't attend Job Club.

R: The representative didn't get the chance to meet you, or review your resume. We don't have another call center representative coming to Job Club until next month, and they will be from a different call center.

Situation Action Result (SAR) Activity

Sumaya's goal is to become a CNA. She participates in a work experience at a local nursing home, where she works with residents doing arts and crafts, puzzles, and other daily activities. Last week, there was an incident where a resident got angry and aggressive during a card game. Sumaya's site supervisor reported to you that she effectively de-escalated the situation by suggesting they enjoy the nice day and sit outside. She also followed up with the resident later on after they had the chance to calm down. The site supervisor was impressed by Sumaya's fast action, and wants to know if Sumaya can do more hours.

You set Cameron up for a mock interview with a local employer. The employer provided you with a summary of how the interview went. Cameron showed up exactly at his interview time. When they asked him to tell them about himself, he said, "I recently became a single father and I'm still trying to figure things out. I don't have much experience in this field, but I'm a problem solver and pick up on new things quickly. I've been proactively seeking opportunities for development by completing online courses through the tech school." In the notes section for the question, the employer wrote, "Might struggle to balance personal issues with work."

The employer also asked Cameron why he left his last position. He said, "Initially, I was hired for the day shift, which aligned perfectly with my personal responsibilities. The company's scheduling needs shifted unexpectedly, and I had to start working nights. I spoke with my supervisor about my situation, but unfortunately, we couldn't find a solution that accommodated both my work requirements and personal responsibilities. So, I had to make the difficult decision to leave." In this notes section, the employer wrote, "Needs to work days, communicates well."

Common Conversations

What were your initial thoughts and feelings going into this activity when you were the Case Manager?

What moments during the activity were particularly challenging?

What went smoothly for you during this activity?

Boundaries and You

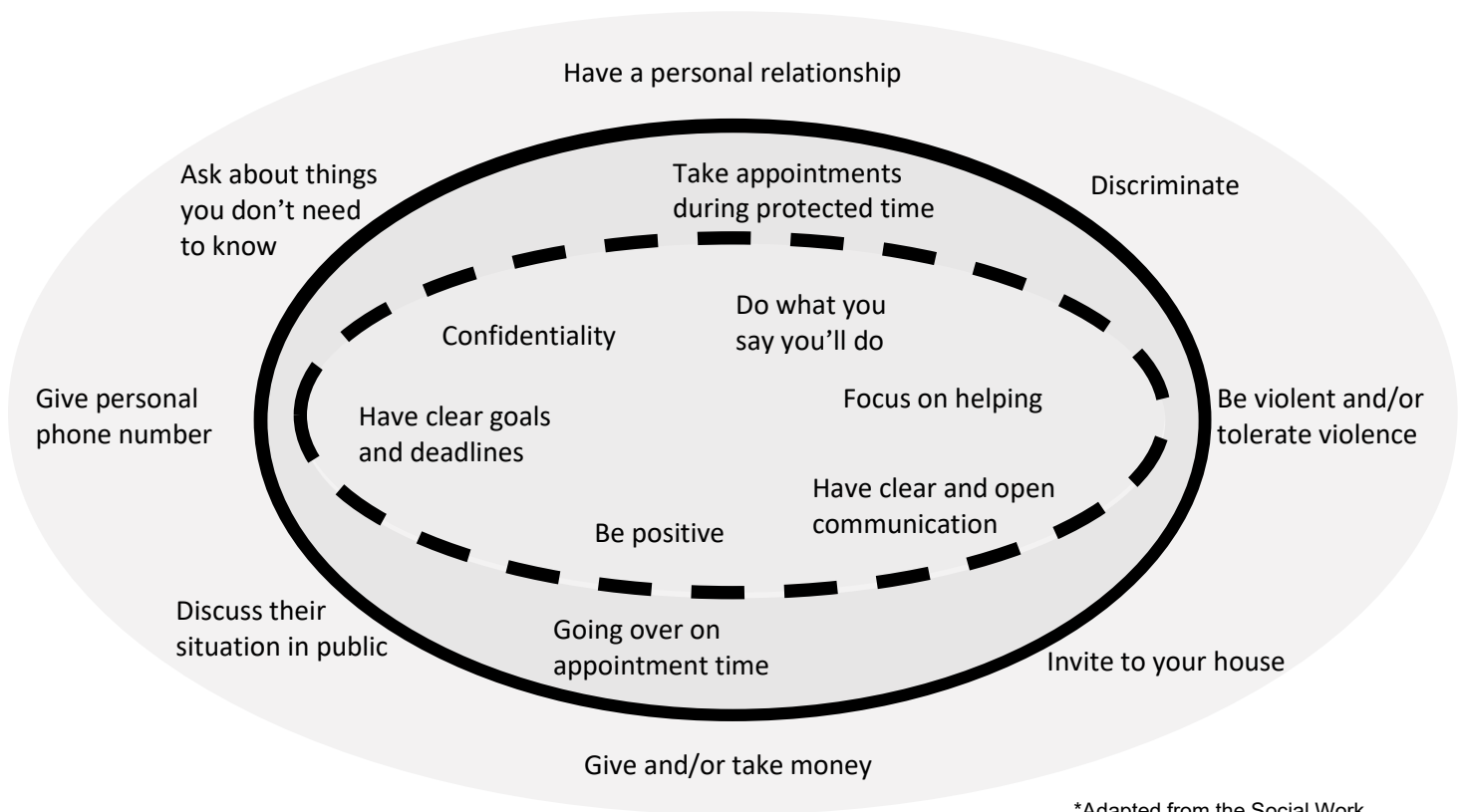
Know your role.	Understand the scope of your work.
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How do these phrases help you define your boundaries?

Types of Boundaries

Some boundaries are firm, and you should always keep them.

Other boundaries you may need to cross in order to best help participants.
What boundaries might you set, but end up crossing from time to time?



*Adapted from the Social Work Permeable/ Negotiable and Impermeable/ Non-Negotiable Boundaries diagram.

Best Practices for Setting and Maintaining Boundaries

Set boundaries _____ and revisit as needed.

Set boundaries _____ and _____ of the office.

Stay in the _____.

Avoid _____.

Set _____ and then meet or exceed them.

Use _____ to back up your boundaries.

Be _____.

Professional Boundaries in Practice

Notes:

Takeaways:

- 1.
- 2.
- 3.

Broken Boundaries

Broken boundaries occur when a Case Manager crosses the professional line.

What might lead to someone breaking a boundary?

Awareness

Recognizing that you or someone else crossed or violated a boundary.

What are some warning signs that could signal a boundary is broken?

Analysis

Figuring out what's happening and why.

What might be the impacts of broken boundaries?

Action

Taking steps to address the issue.

What steps can you take to fix a broken boundary?

What can you do to prevent boundary violations?

Applying Awareness, Analysis, Action

Scenario	Steps	Example Response
1) A participant starts using very casual nicknames for the Case Manager in meetings. The Case Manager laughs along but starts to feel uncomfortable.	Awareness:	
	Analysis:	
	Action:	
2) You realize you've been sharing your own frustrations about agency changes with a participant who "gets it." Now they bring it up regularly.	Awareness:	
	Analysis:	
	Action:	
3) A participant hugs you at the end of a meeting. You weren't expecting it and aren't sure how to respond.	Awareness:	
	Analysis:	
	Action:	

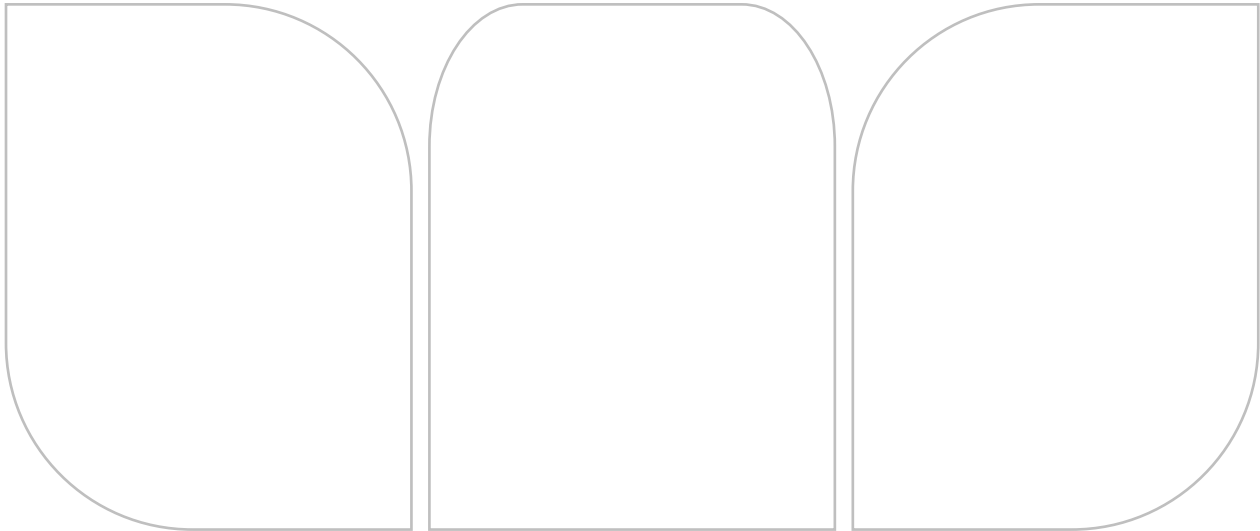
Scenario	Steps	Example Response
4) A participant brings you a small holiday gift, a candle and a thank-you card. You weren't expecting it and aren't sure whether to accept it.	Awareness:	
	Analysis:	
	Action:	
5) You realize you've started prioritizing one participant's calls and emails over others because they're very polite and appreciative.	Awareness:	
	Analysis:	
	Action:	
6) Conversations with one participant regularly drift off-topic and feel more social than focused on goals. You enjoy these meetings more than others.	Awareness:	
	Analysis:	
	Action:	

One simple question...

How comfortable would I feel explaining this entire situation to my boss and the rest of my team in full unedited detail?

Appointment Facilitation

Best practices to prepare for appointments:

Three large, empty, rounded rectangular boxes arranged horizontally, intended for notes or diagrams related to appointment facilitation best practices.

Key Elements

Keep these elements in mind as you meet with participants.

Manage Appointment Time

In what instances might you need to schedule a longer appointment with a participant?

Notes:

Preface and Prime

Start by sharing your expectations and asking participants their expectations.

Participant Appointment Expectations:

Case Manager Appointment Expectations:

Use provocative and evocative questions to move the direction of the appointment.

Re-Direct Conversations

Either you or participants are bound to go off topic at some point during your appointments.

What are some signs that you, as a Case Manager, have gone off topic?

What could you say to get back on track?

Follow Up

Regularly checking on participant progress allows you to address any issues that arise and adjust plans as needed.

Key Element Phrases

Element	Possible Phrases to Use
Manage Appointment Time Creates and reviews a shared agenda for the appointment and a plan to achieve it	
Preface Establishes goals and mutual expectations for the appointment	
Prime Prepares the participant for sensitive and important questions and why you're asking it	
Re-Direct Conversations Keeps conversation focused by gently returning to the current topic without shutting down the participant	
Follow Up Shows your commitment to the participant's success by checking progress and asking for feedback	

Enhance Participant Engagement

Participant Partnership

1. Recognize and acknowledge their ideas and efforts.
2. Be transparent about updates, changes, and progress.
3. Identify and share both successes and challenges.
4. Create opportunities and encourage ways for the participant to actively engage in discussions.
5. Invite them to take the lead in a topic or to share their experiences.
6. Work together to set goals and define outcomes.
7. Allow for opportunities for feedback.
8. Recognize and celebrate milestones and achievements

What steps you do you need to take to maintain or improve your participant engagement skills?

Ask First, Don't Tell

Develop the habit of asking questions before providing guidance or solutions.

Low-risk Conversations

Feels safe and non-threatening; focus on less sensitive topics.

Motivational Interviewing

Motivational Interviewing (MI) is “a particular way of talking with people about change and growth to strengthen their own motivation and commitment.”

Reluctant Participants

Requires a thoughtful and welcoming approach.

Final Action Plan

The area I plan to focus on is:

My Accountability Partner is:

We will hold each other accountable by:

*Remember, every interaction you have with families makes an impact.
What kind of impact will you make?*

Appendix

Appendix A – Self Assessment

Self-awareness is knowing yourself, inside and out. This includes your traits, behaviors, and feelings. But how do you know if you're self-aware? Take the quiz below to find out.

1. Is it easy for you to share your feelings?
a) Yes b) Sometimes c) No
2. How often do you ask questions about things you don't know?
a) All the time b) Sometimes c) Not a lot
3. Can you put yourself in the shoes of others?
a) Yes b) Sometimes c) No
4. Do you learn from your mistakes?
a) Yes b) Sometimes c) No
5. Are you able to admit when you're wrong?
a) Yes b) Sometimes c) No
6. How often do you take chances?
a) All the time b) Sometimes c) Not a lot
7. Do you focus more on the present, future, or past?
a) Present b) Future c) Past
8. How well do you take criticism?
a) Very well b) Somewhat well c) Not well

Count how many times you answered A, B, and C. A: _____ B: _____ C: _____

If you answered mostly A, you are self-aware.

If you answered mostly B, you're well on your way to being self-aware.

If you answered mostly C, you are not completely self-aware yet. Keep practicing.

Appendix B – Personal Action Plan

Self-Awareness

Further develop...

How to achieve...

Will lead to...

Coaching Conversations

Further develop...

How to achieve...

Will lead to...

Appointment Facilitation

Further develop...

How to achieve...

Will lead to...

My Action Plan



Setting and Maintaining Boundaries

Further develop...

How to achieve...

Will lead to...