

The Modified 8-6 Activity

A Structured Process for Restoring Trust & Confidence in Treatment Center Teams

Napier Models · Modules

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Part 1 · Overview

The Modified 8-6 Activity

A Structured Process for Restoring Trust & Confidence in Treatment Center Teams

This structured intervention addresses specific trust breaches or confidence issues within teams. Using a methodical approach, teams work through past incidents to rebuild trust and create agreements for moving forward.

2-4 hours depending on complexity

Learning Objectives

- Address specific trust breaches constructively
- Process past incidents without blame cycles
- Create accountability without punishment
- Rebuild confidence in team members
- Establish agreements for preventing future issues

Key Topics Covered

Trust Repair

Accountability

Restorative Practice

Team Recovery

Conflict Resolution

Forward Agreements

Organizational Healing

Intended Audience

- Teams recovering from trust violations
- Organizations addressing specific incidents
- Leaders managing accountability conversations
- Teams with eroded confidence in members
- Groups needing structured reconciliation

Prerequisites

- Specific incident or pattern to address
- Commitment from all involved parties
- Organizational support for process
- Skilled facilitator for sensitive conversations
- Follow-up plan for sustained change

Part 2 • Worksheet

This is a High-Impact Intervention

Use this process only when there is genuine commitment to change from both the focus person and the team. The stakes are high—this can either restore working relationships or accelerate their breakdown if not handled skillfully.

When Trust Has Been Broken

In treatment centers, trust is the foundation of effective teamwork and client care. When a clinical director loses credibility with their team, when a counselor's actions damage peer relationships, or when any team member's behavior erodes confidence, traditional interventions often fail. The Modified 8-6 Activity provides a structured, respectful process for honest feedback and genuine change.

Select Your Scenario

Choose the situation that best matches your current challenge:

Leadership Crisis

A clinical director or program manager has lost the confidence of their team through poor decisions, favoritism, or leadership failures.

Peer Trust Issues

A counselor or staff member has damaged relationships with colleagues through boundary violations, gossip, or unprofessional behavior.

Recovery-Related Concerns

A staff member in recovery has raised concerns about their stability or commitment to their own recovery process.

Clinical Competence Questions

Team members have lost confidence in a colleague's clinical skills or judgment, affecting client care.

Describe your specific situation (confidentially):

Provide context about what has happened, who is involved, and why traditional approaches haven't worked...

Phase I: Preparation & Buy-In

Setting the foundation for constructive feedback

Meeting with the Focus Person

The facilitator meets privately with the person who has lost team confidence:

- Acknowledge the situation without judgment
- Explain the Modified 8-6 process and its goals
- Emphasize this is about restoration, not punishment
- Secure genuine commitment to receive feedback and change
- Discuss who should participate (usually 6-16 people)

Pre-Meeting Checklist

Focus person understands they'll hear both strengths and concerns

They commit to listening without defending or interrupting

They agree to develop and share an action plan

Participants are selected and invited

Meeting space is private and comfortable

Sample Script for Focus Person:

"I know this situation has been difficult for everyone, including you. The team wants to find a way forward that works for everyone. This process isn't about blame—it's about honest communication and creating positive change. You'll hear specific feedback about both your strengths and areas of concern. Your job is simply to listen and understand. Then you'll have time to process and respond with a concrete plan. Are you willing to engage in this process with an open mind?"

Preparation Notes:

Who will participate? What specific agreements were made? Any concerns about the process?

Preparation: 1-2 hours over several days

Phase II: Opening & Strengths Recognition

Creating psychological safety through balanced feedback

Setting the Stage

The facilitator opens the meeting with clear structure:

- Review the purpose: restoration, not destruction
- Outline the process and timeline
- Set ground rules for respectful communication
- Remind everyone of confidentiality agreements

Strengths Identification Exercise

Before any critical feedback, the team identifies the focus person's genuine strengths:

Facilitator Script:

"We're here because we want [Name] to succeed. Before we discuss concerns, let's acknowledge their real strengths. I need each of you to identify eight specific strengths you've observed in [Name]—things they do well, qualities they bring to the team, or positive impacts they've had. Be specific and give examples when possible."

Why Start with Strengths?

- Reduces defensiveness by showing respect
- Reminds everyone of the person's value
- Creates emotional balance for difficult feedback
- Provides foundation for building improvement plan
- Helps team remember why restoration matters

Document the strengths identified:

List specific strengths with examples:

1. Clinical expertise in trauma therapy - consistently helps difficult clients
 2. Dedication to the mission - often stays late to help clients
 3. ...
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Phase II: 30-40 minutes

Phase III: The Feedback Process

Structured sharing of perceptions and concerns

The 8-6 Structure

The focus person creates two lists on a chart visible to all:

- Left Column: Their 8 perceived strengths (what they think others see)
- Right Column: Their 6 perceived areas of concern (what they think others worry about)

Note: The focus person does NOT share these yet—just writes them down.

Team Sharing Process

- Team members share the 8 strengths they identified
- Focus person marks which ones match their list
- Team members share 6 areas of concern (specific behaviors/impacts)
- Focus person marks matches and notes new concerns
- Facilitator helps identify patterns and themes

Guidelines for Sharing Concerns:

- Use "I" statements: "I've observed..." not "Everyone thinks..."
- Be specific: "In the staff meeting on Tuesday..." not "You always..."
- Focus on behaviors and impacts, not character

- Include how it affects clients, team, or mission
- Avoid piling on—if someone already said it, just acknowledge

Facilitator's Role During Feedback

- Keep feedback behavioral and specific
- Prevent attacking or character assassination
- Encourage examples rather than generalizations
- Note themes without allowing repetition
- Monitor focus person's emotional state
- Call breaks if tension becomes too high

Key Themes from Feedback:

Strengths confirmed:

Surprising strengths mentioned:

Primary concerns raised:

Specific examples given:

Phase III: 45-60 minutes

Phase IV: Processing & Response Development

Turning feedback into actionable change

Break for Processing

After feedback, take a 10-15 minute break:

- Focus person processes what they heard
- Facilitator checks in privately with focus person
- Team members decompress and prepare for next phase
- Focus person organizes thoughts for response

Focus Person's Response

The focus person addresses the group with:

- Acknowledgment: What they heard and understand
- Ownership: Areas they accept responsibility for
- Clarification: Any critical misunderstandings (briefly)
- Commitment: Specific changes they will make
- Timeline: When they'll present their action plan

Response Framework:

"I heard that my strengths include [list 2-3]. I also heard concerns about [summarize key themes]. I take responsibility for [specific behaviors]. While I may see some things differently, I understand how my actions have impacted you. I commit to developing a specific plan to address these

concerns, which I'll present to you on [date within 1 week]."

Red Flags to Watch For

- Deflecting blame onto others
- Minimizing or dismissing concerns
- Making vague commitments without specifics
- Focusing only on defending themselves
- Showing no genuine understanding of impact

Focus Person's Response Summary:

What did they acknowledge? What commitments were made? Any concerns about their response?

Phase IV: 20-30 minutes

Phase V: Action Plan Presentation

Concrete commitments and accountability

Plan Development (Between Meetings)

The focus person develops a written action plan addressing:

- Each major concern raised by the team
- Specific behavioral changes they will make
- Support or resources they need
- Measurable indicators of progress
- Timeline for implementation
- How they'll maintain accountability

Action Plan Template:

Concern: Poor communication with team about schedule changes

Action: Implement weekly team huddles every Monday at 8:30am

Measure: 100% attendance; meeting notes shared within 24 hours

Timeline: Starting next Monday, evaluated after 30 days

Concern: Perceived favoritism in case assignments

Action: Create transparent rotation system for case distribution

Measure: Posted schedule; quarterly review of case loads

Timeline: System designed by Friday, implemented next month

Action Plan Quality Check

Addresses all major concerns raised

Includes specific, observable behaviors

Has measurable success indicators

Includes realistic timelines

Identifies needed support/resources

Shows genuine commitment to change

Documented Commitments:

List specific commitments made, timelines agreed upon, and support offered by team members...

Plan presentation: 30-45 minutes

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Follow-Up & Accountability

Ensuring lasting change

30-Day Check-In

- Brief team meeting (30 min)
- Focus person reports progress
- Team acknowledges improvements
- Adjustments made if needed

60-Day Review

- Thorough assessment (45 min)
- Measurable outcomes reviewed
- Successes & challenges discussed
- Plan modifications if needed

90-Day Evaluation

- Formal evaluation
- Decision: Trust restored?
- If yes: Celebration & closure
- If no: Discussion of next steps

Signs of Success

- Consistent implementation of promised changes
- Team members expressing renewed confidence
- Improved team dynamics and communication
- Better client outcomes in affected areas

- Focus person seeking feedback proactively
- Reduced tension in team interactions

When the Process Fails

If the focus person doesn't follow through, reverts to old behaviors, or the team remains unsatisfied after 90 days, harder decisions must be made. This may include reassignment, demotion, or termination. The process gives everyone the best chance for restoration, but it cannot manufacture commitment where none exists.

Follow-Up Schedule & Accountability Plan:

30-day check-in date:

Facilitator:

60-day review date:

Facilitator:

90-day evaluation date:

Decision makers involved:

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Adapted for substance use disorder treatment centers