

Managing Risk by Facilitating Growth

An Introduction to Growth-Focused Case Management

Transformation of Youth Justice Symposium

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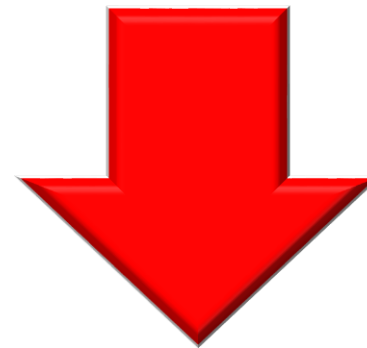
Milwaukee Wisconsin – Department of Youth and Family Services

Youth Justice Consultant

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**Growth
Level**



**Risk
Level**

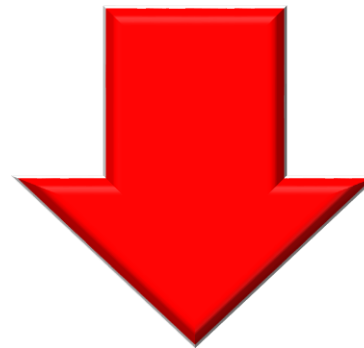
Learning Objectives

- **Understand how youth grow or mature out of offending and how RNR approach relates to it.**
- **Understand how facilitating growth overcomes challenges of implementing the RNR approach.**
- **Understand how GFCM effectively integrates growth facilitation with risk management to foster desistance from offending.**

Areas of Youth Justice System Formal Processing Improved by GFCM



**Growth
Level**



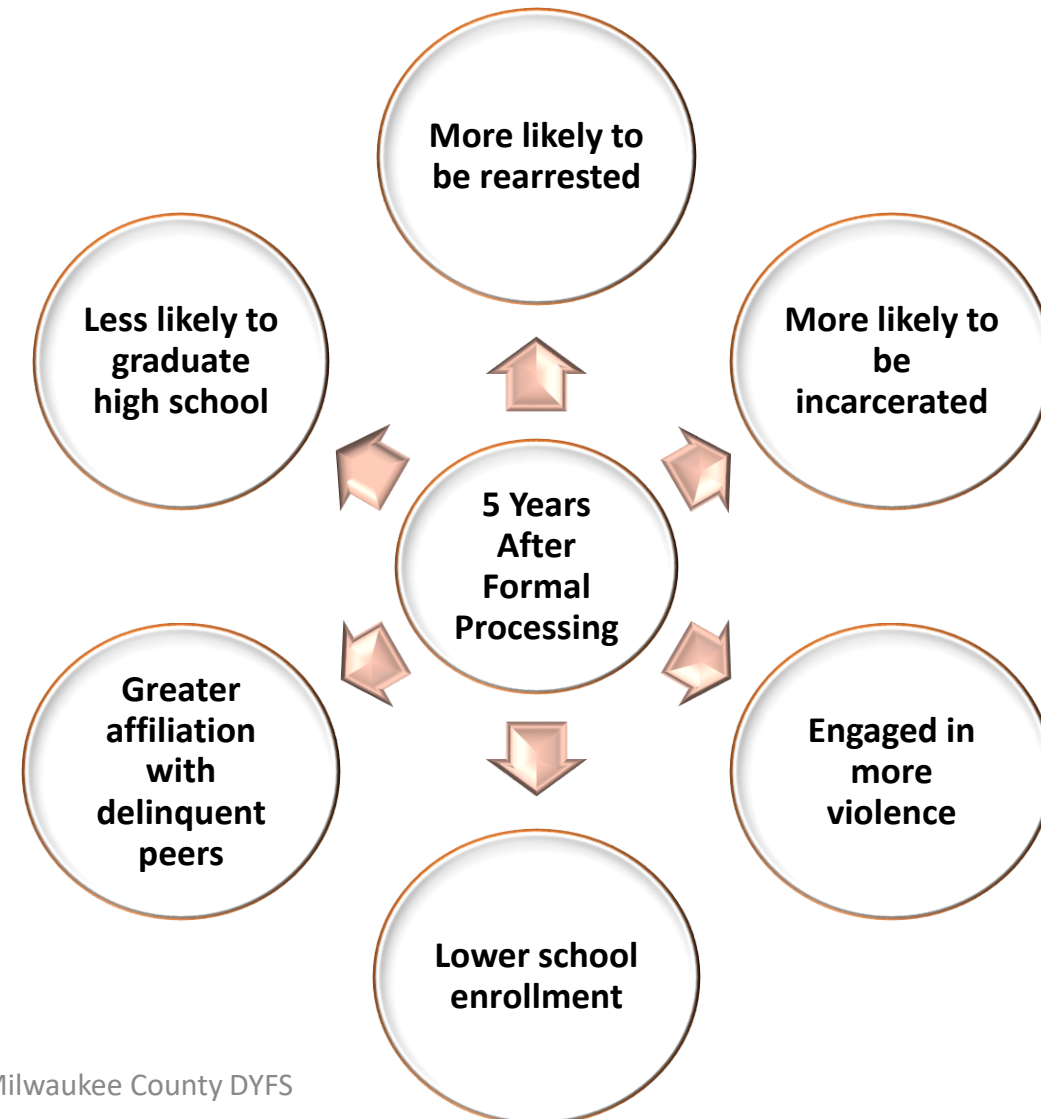
**Risk
Level**

Why Improvement is Needed: Formal Processing Has Poor Long-Term Youth Outcomes

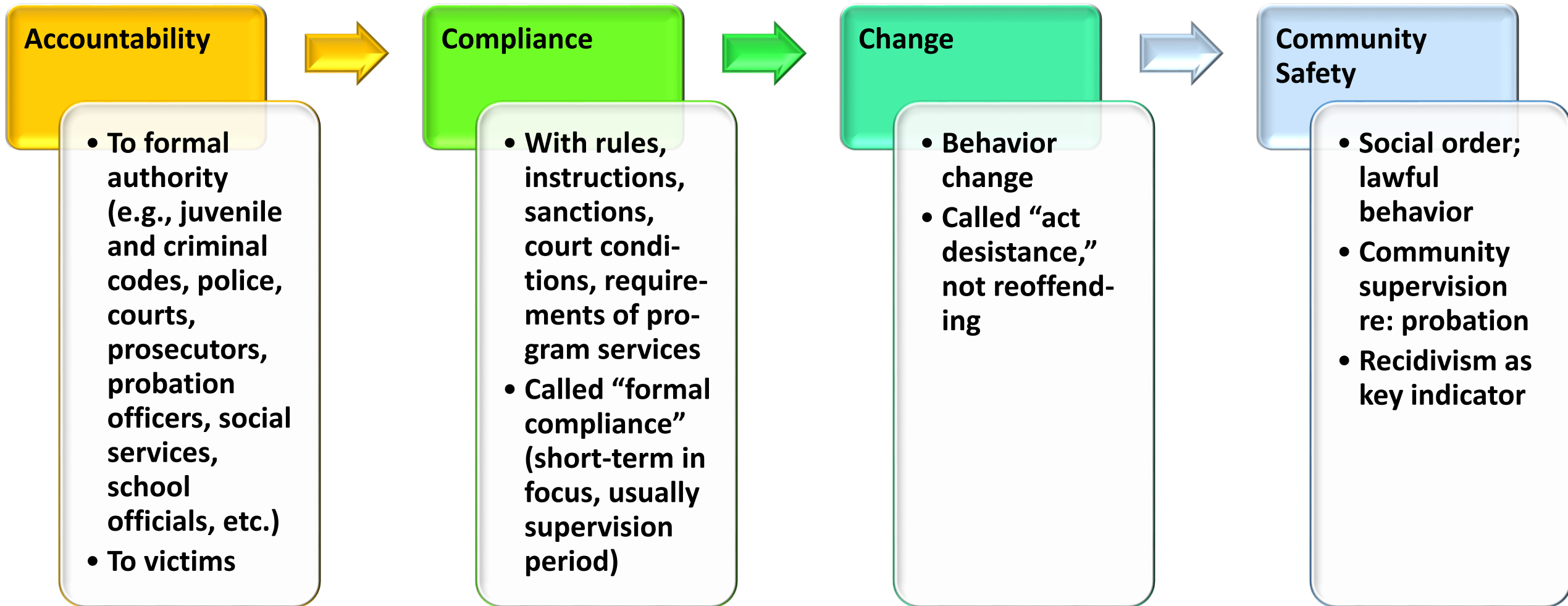
A Study of the Impact of Five Years Later

“These results have important implications for juvenile justice policy by indicating that formally processing youth not only is costly, but it can reduce public safety and reduce the adolescent’s later potential contributions to society.”

(Elizabeth Cauffman et al., “Crossroads in Juvenile Justice: The Impact of Initial Processing Decision on Youth 5 Years After First Arrest,” *Development and Psychopathology*, 1(14), 2020)



Four Objectives of Formal Processing in the Youth Justice System



External Regulation Has It's Place . . . But There's Much More Ultimate Goal is Internal Regulation Which is What GFCM Addresses

Non self-determined

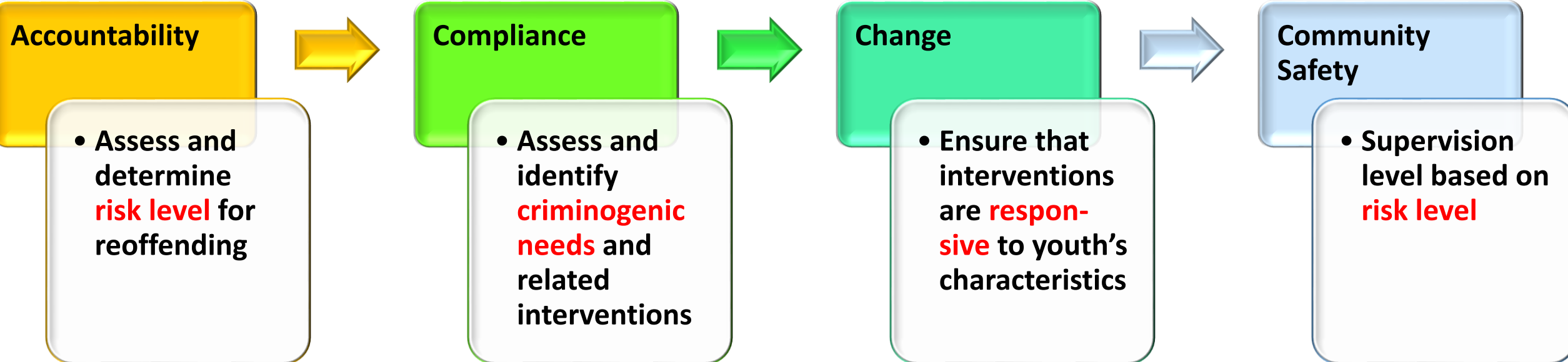
Self-determined

	Amotivation	Extrinsic Motivation				Intrinsic Motivation
Regulatory style:	Non-Regulation	External Regulation	Introjected Regulation	Identified Regulation	Integrated Regulation	Intrinsic Regulation
Source of motivation:	Impersonal	External	Somewhat external	Somewhat internal	Internal	Internal
Motivation regulators:	No intention Incompetence Lack of control	Compliance External rewards or punishments	Ego-involvement Approval from others	Valuing an activity Endorsement of goals	Congruence Synthesis with self	Interest Enjoyment Inherent satisfaction

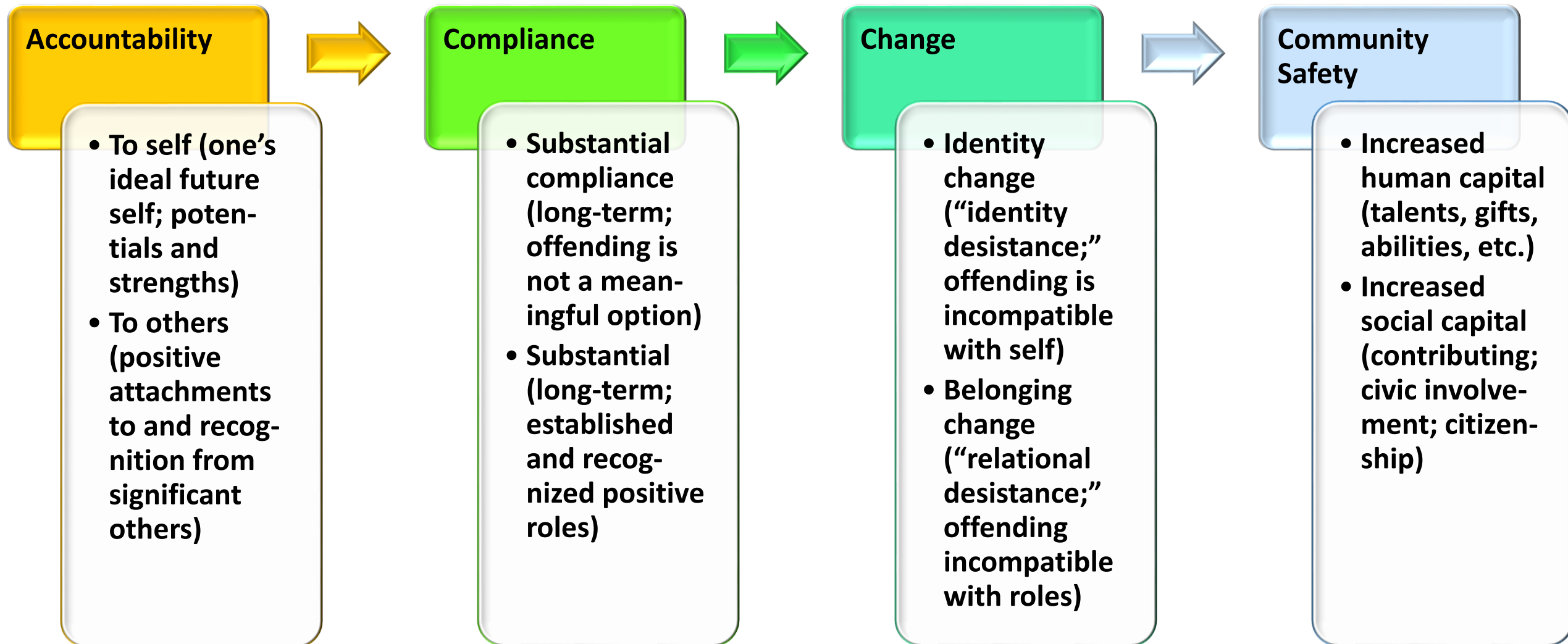
The Self-Determination Continuum

(Ryan & Deci, 2000)

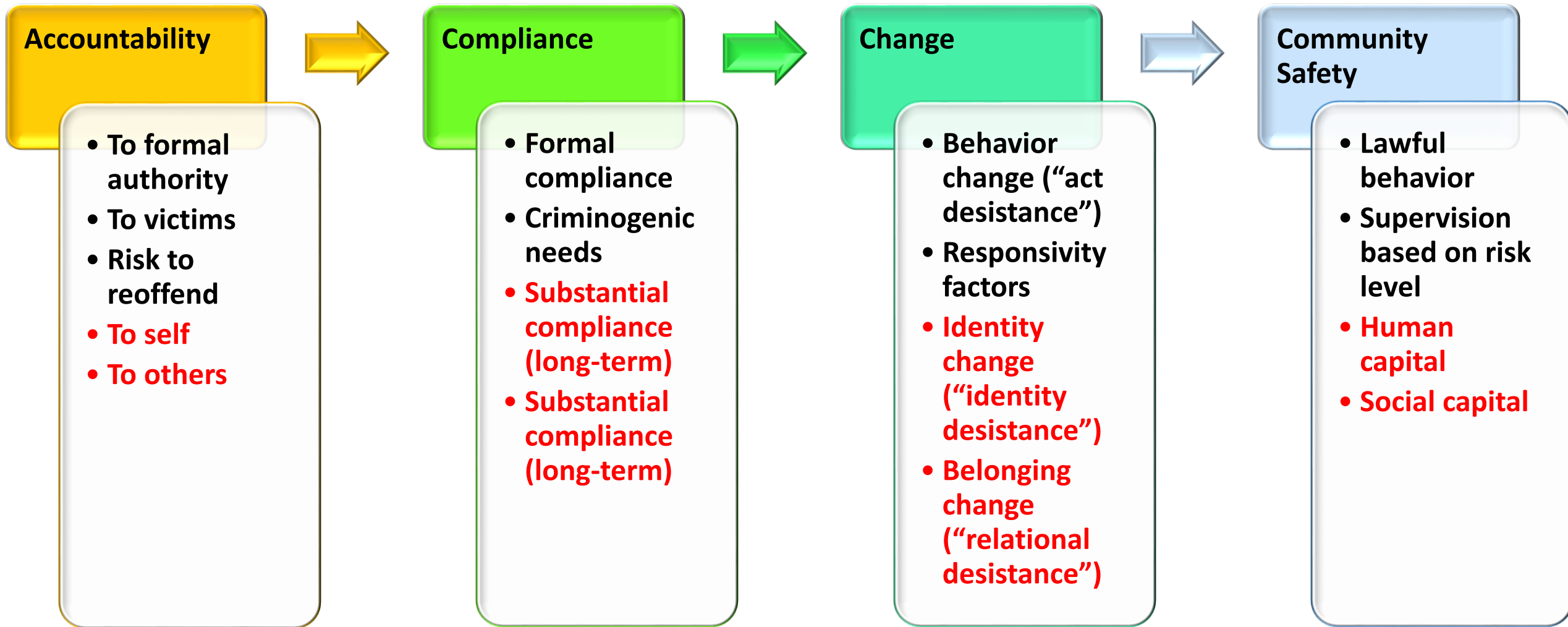
Risk-Needs-Responsivity (RNR) Approach Adds an Offense-Focused Approach Based on Risk Science



Growth-Focused Case Management (GFCM) Approach Adds a Growth-Focused Approach Based on Growth Science and Desistance Research



This Workshop is About How GFCM Integrates with RNR in the Four Areas and Manages Risk by Facilitating Growth

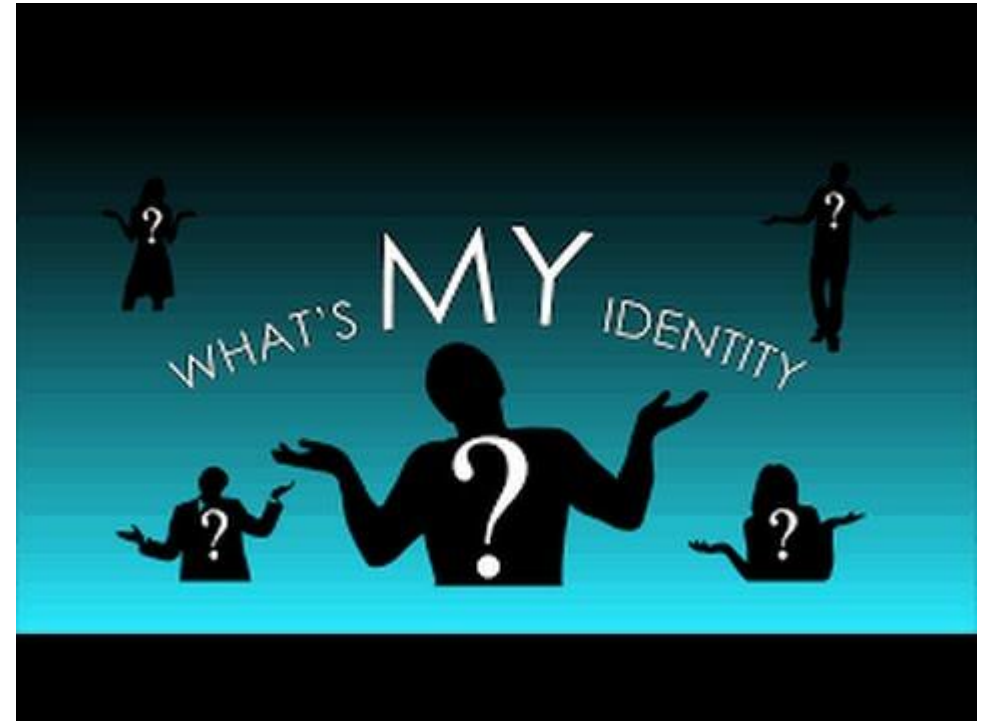


How Youth Grow or Mature Out of Offending

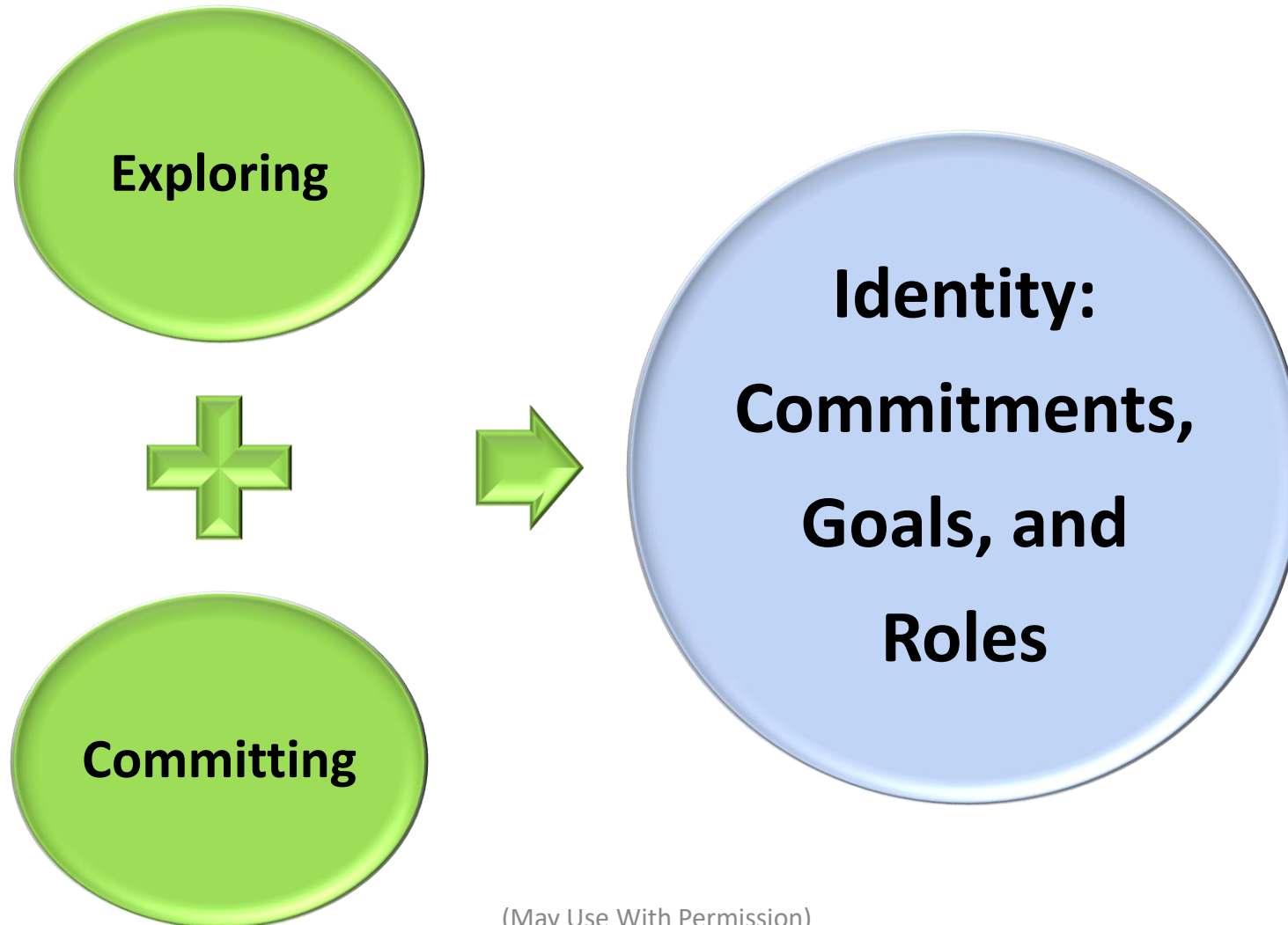


What's Your Identity Activity

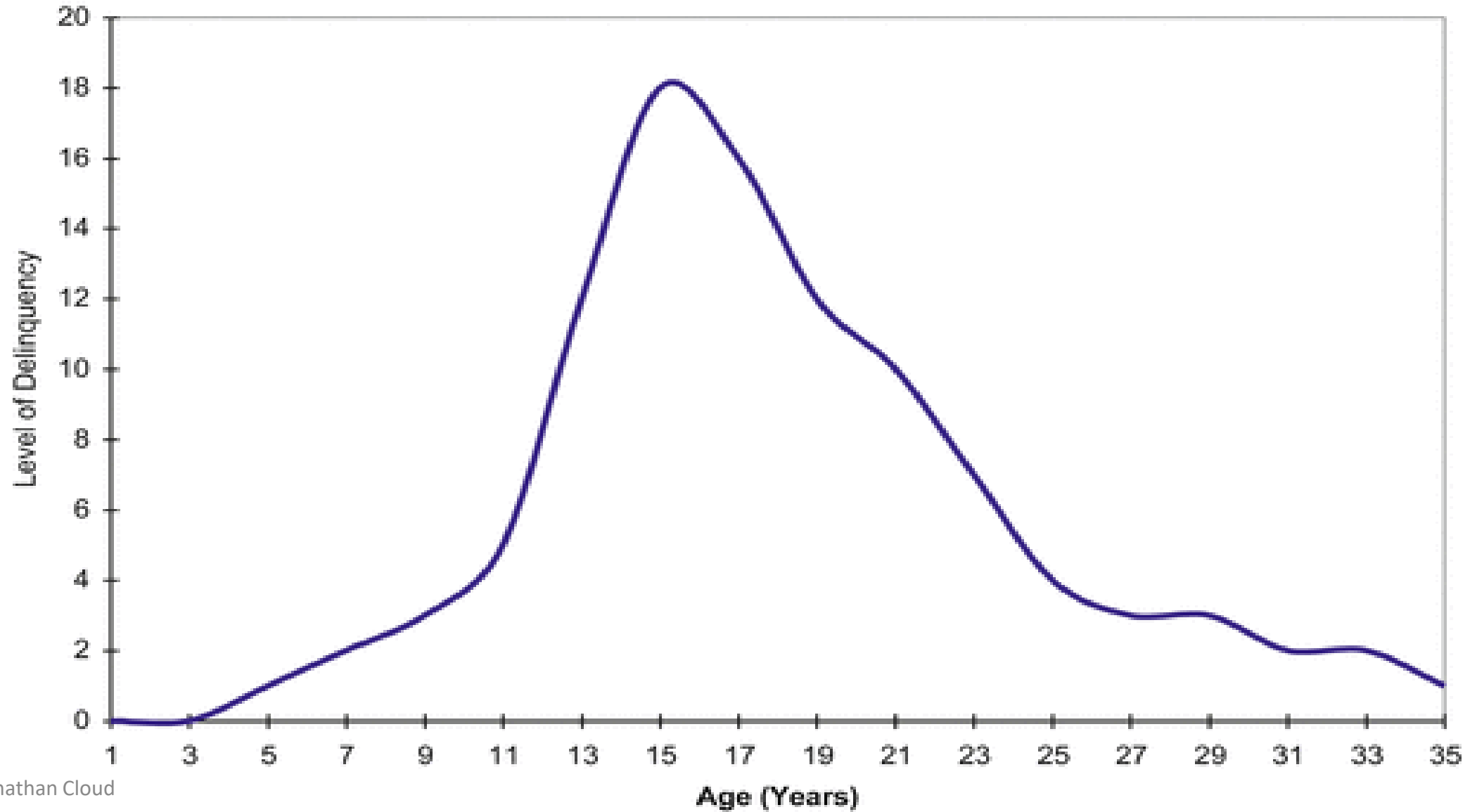
- Jot down three things to which you are firmly committed (i.e., this involves what you value).
- Select one of the three things to which you are committed and jot down one goal you have regarding it.
- Now jot down the role(s) you have taken on (or plan or expect to take on) in your efforts to attain that goal.
- Now think about how over time you arrived at your commitments, goals, and role(s).
- Key point: An adolescent is facing this task for the first time. They must resolve their “identity crisis” as part of development.



You Succeeded with Tasks Related to Identity Formation



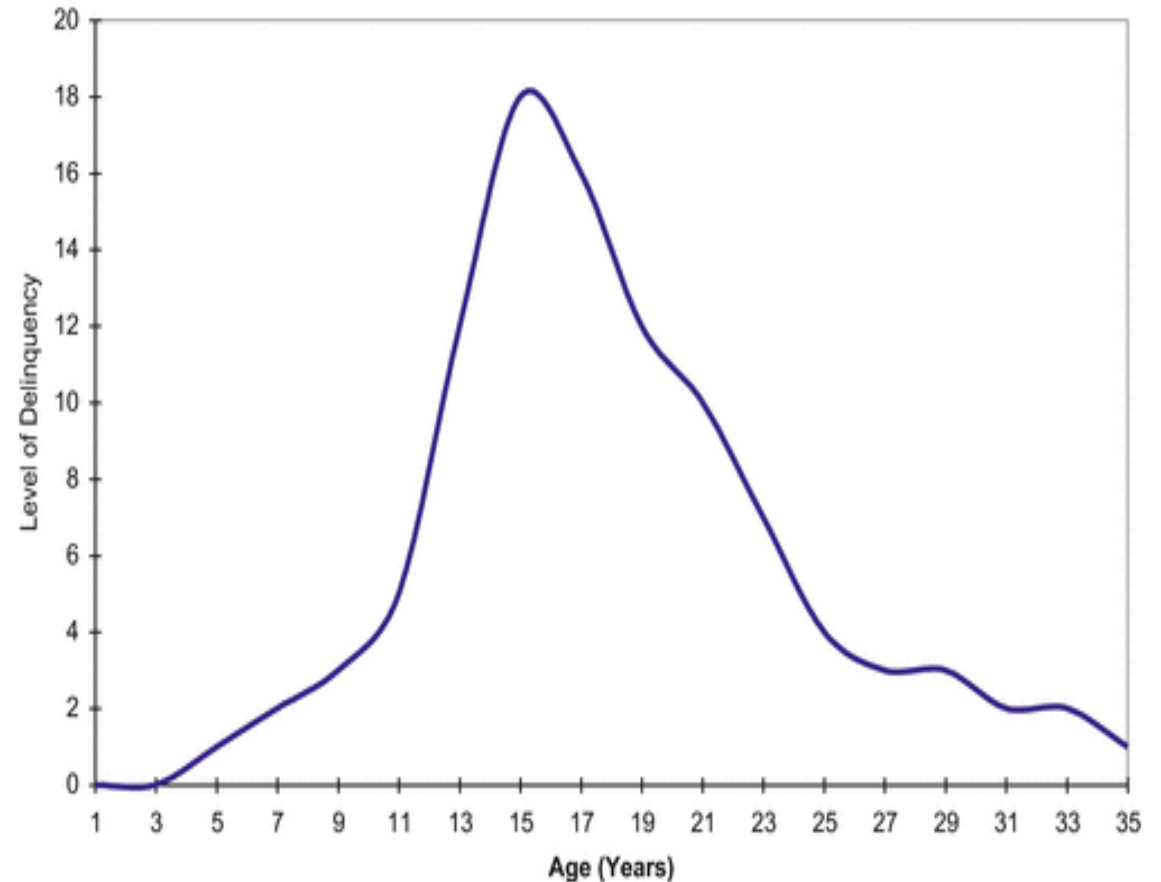
Age-Crime Curve



Four Critical Questions About the Age-Crime Curve

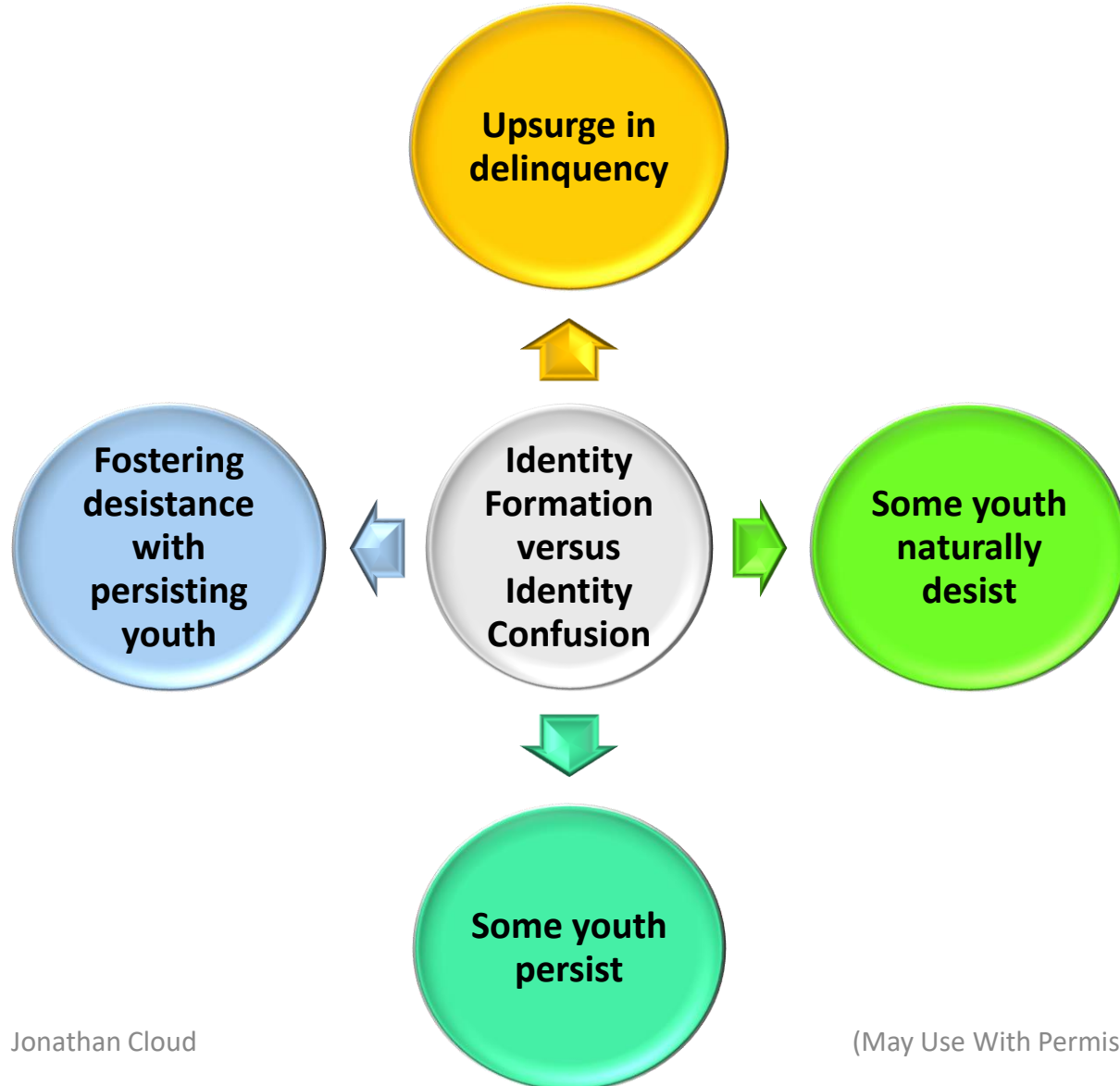
Risk Science Alone Can't Fully Answer These Questions

1. Why the upsurge in delinquency during adolescence?
2. Why do most youth naturally **desist** from delinquency?
3. Why do some youth persist in delinquency?
4. How can we intervene in ways that “turn on” the **desistance process**?

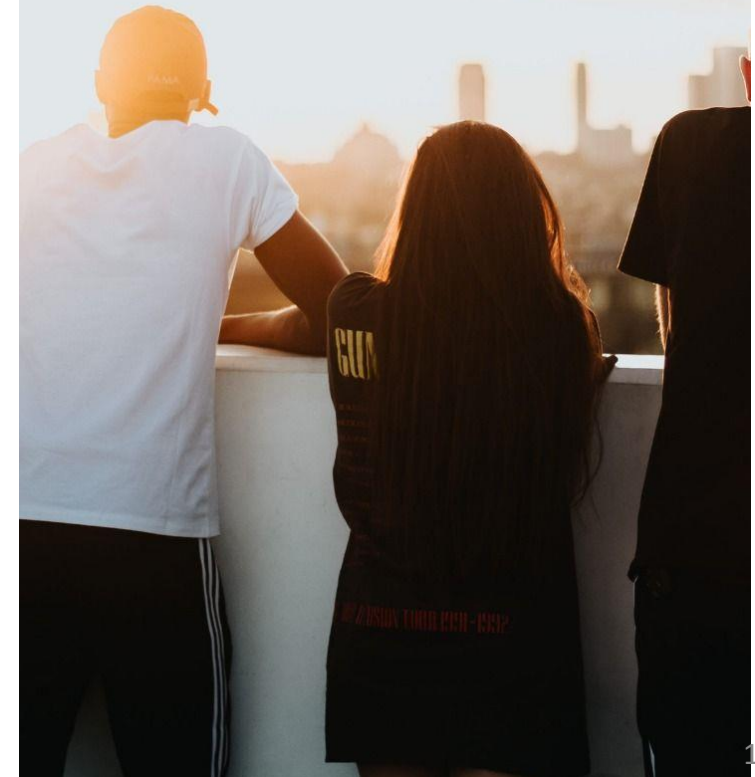


Identity Formation a Key Element in Each Answer

Next Task in Youth Justice Transformation is Integrating Growth Science with Risk Science

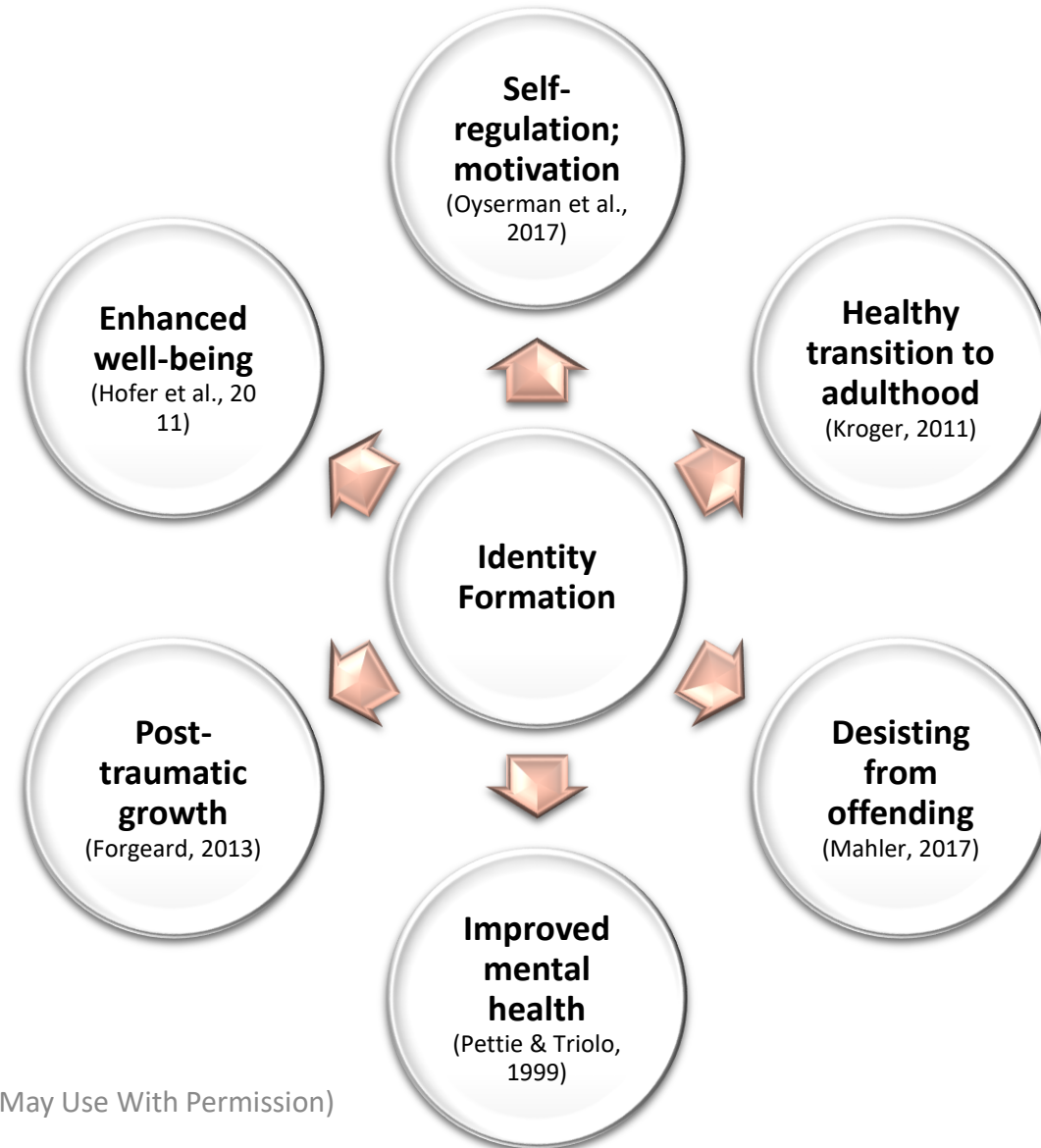


The Youth of Today Struggle with Their Identity



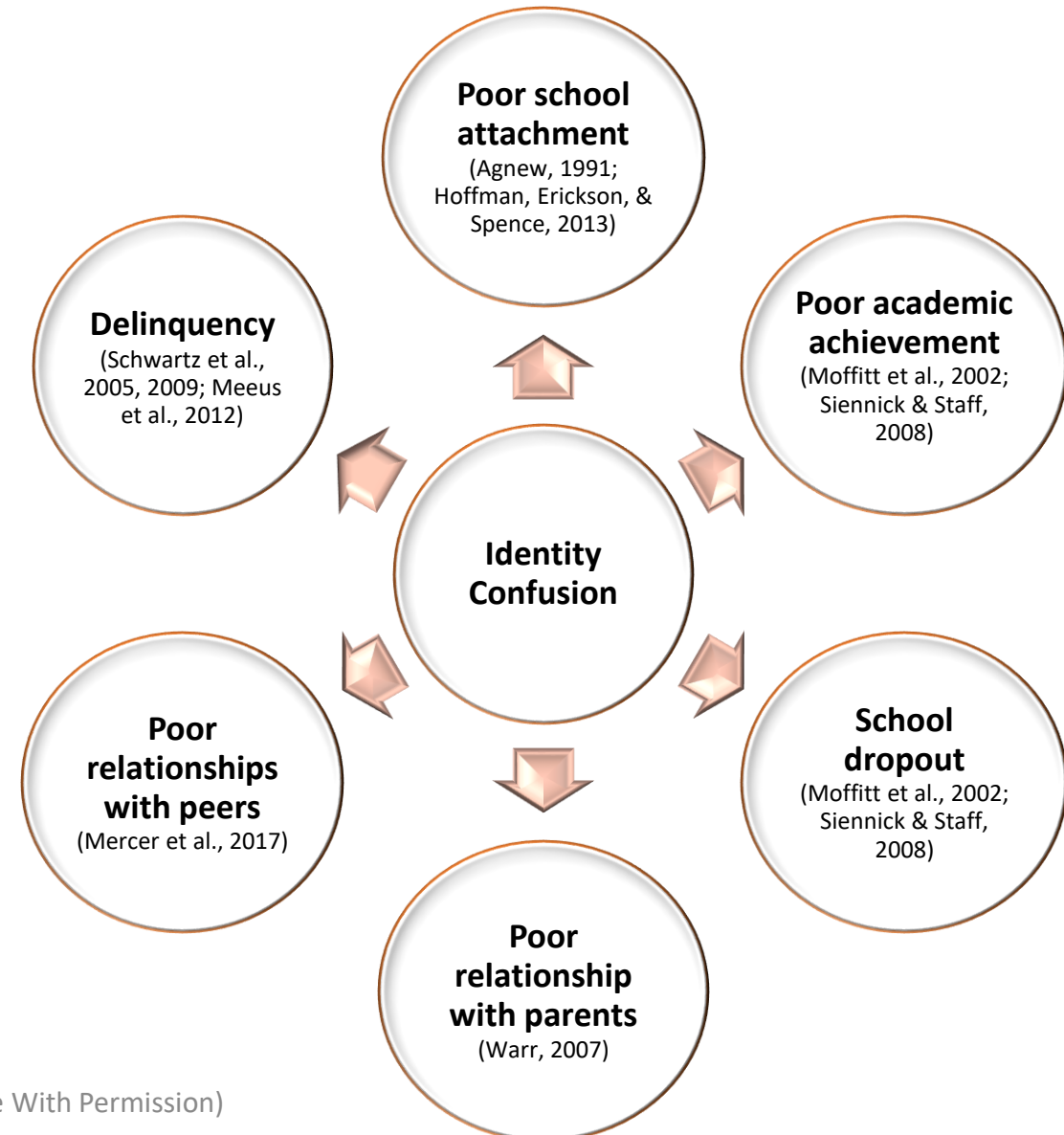
Identity Formation Increases Community Safety

- **GFCM fosters positive identity formation.**
- **Case plan is about youth's path to positive identity and adulthood.**
- **Youth forms an identity that is incompatible with offending.**

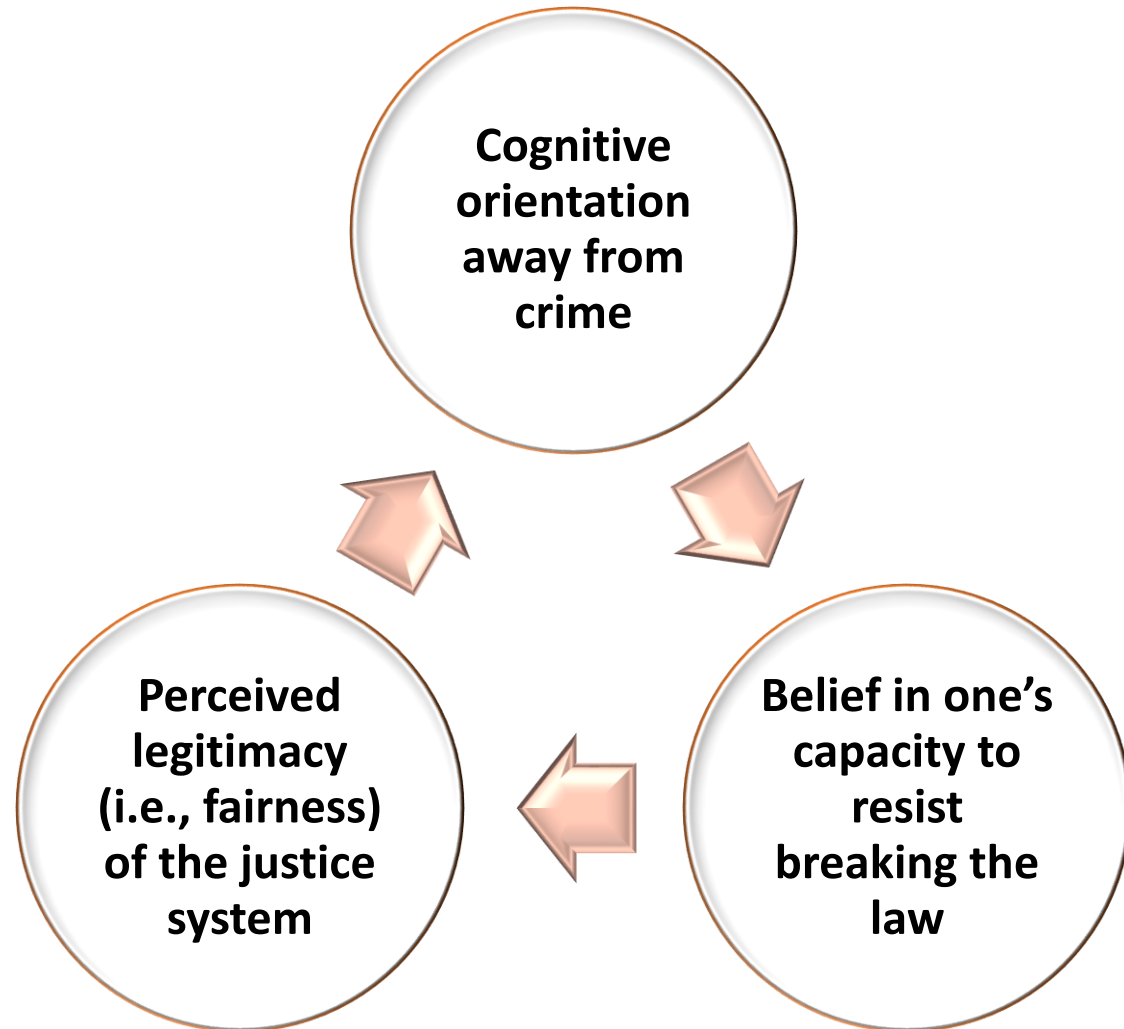


Identity Confusion Decreases Community Safety

- **Criminogenic needs are internal barriers (i.e., risk factors) to regulated exploring and committing.**
- **There are many external barriers (i.e., risk factors) to regulated exploring and committing, such as poverty, lack of opportunities, poor schools, etc.**

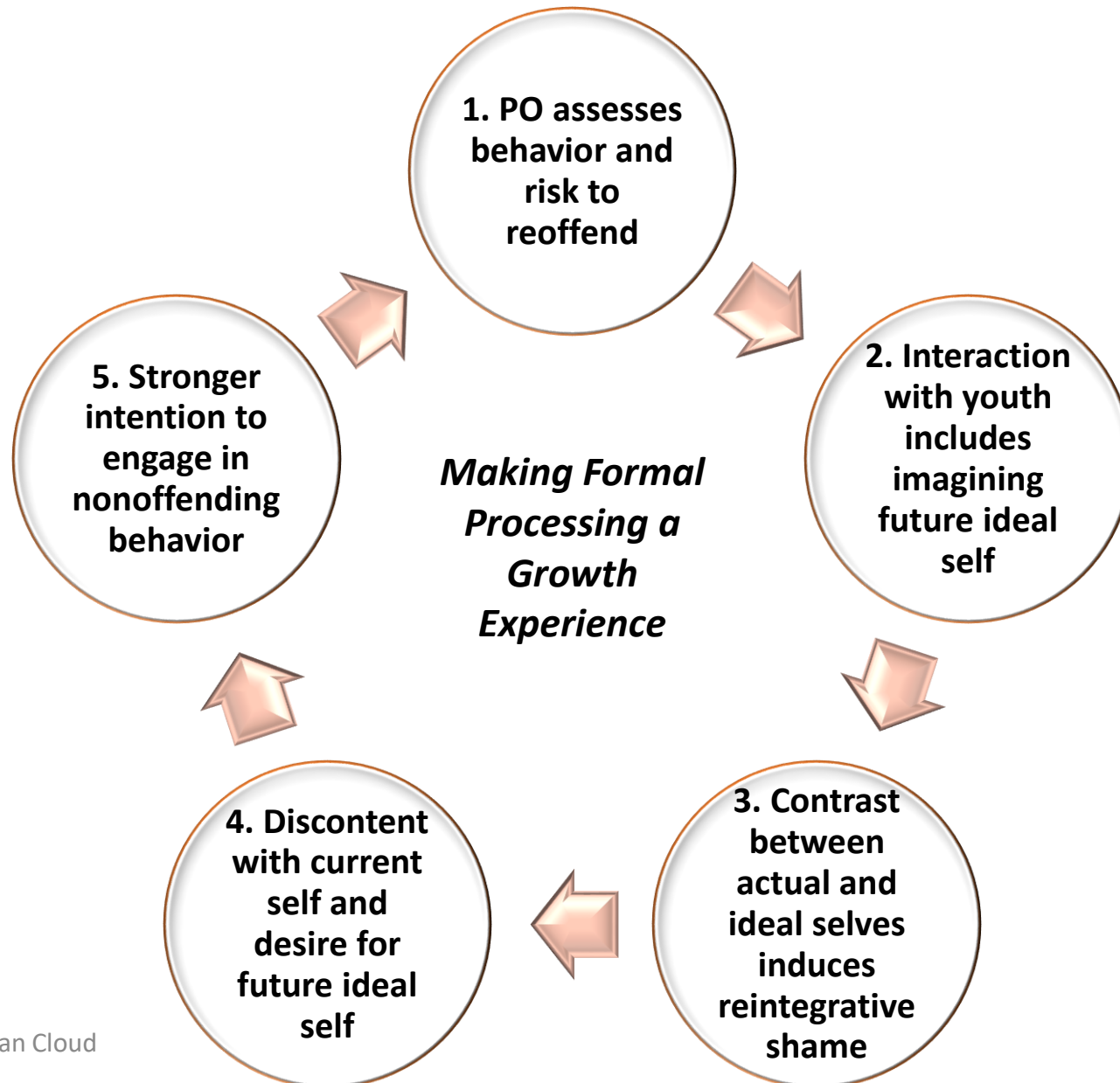


Three Aspects of the Intention to Change One's Behavior



GFCM's first core practice of interacting with youth to imagine and verbalize a future ideal self is designed to establish a cognitive orientation away from crime.

How Self-Exploration and Ideal Self Turn On Growth and Desistance Process



(Jack J. Bauer, Dan P. McAdams, and April R. Sakaeda, "Crystallization of Desire and Crystallization of Discontent in Narratives of Life-Changing Decisions," *Journal of Personality*, 73(5), 2005; Richard E. Boyatzis and Kleio Akrivou, "The Ideal Self as the Driver of Intentional Change," *Journal of Management Development*, 25(7), 2006; Steven Hitlin and Katherine W. O. Kramer in "Intentions and Institutions: Turning Points and Adolescents' Moral Threshold," *Advances in Life Course Research*, 20, 2014; Ray Paternoster and Shawn Bushway, "Desistance and the 'Feared Self': Toward an Identity Theory of Criminal Desistance," *The Journal of Criminal Law and Criminology*, 99(4), 2009)

Desistance Perspective

Desistance Research Offers an Powerful Third Area of Focus that Complements Two Current Areas of Focus

(See Your Handout for More Details)



“Healthy development and well-being cannot be explained simply as preventing, mitigating, coping with, or eliminating risk.”

(Charlyn Harper Brown, PhD, *Youth Thrive: Advancing Healthy Adolescent Development and Well-Being*, Center for the Study of Social Policy, 2014)

“The possibility has to be entertained that simply targeting (and trying to eliminate) these criminogenic risk factors may not be sufficient . . . to help offenders transition into nonoffending.”

Frank J. Porporino, “Bringing Sense and Sensitivity to Corrections: From Programs to ‘Fix’ Offenders to Services to Support Desistance,” in *What Else Works? Creative Work with Offenders*, Brayford et al., editors, 2010

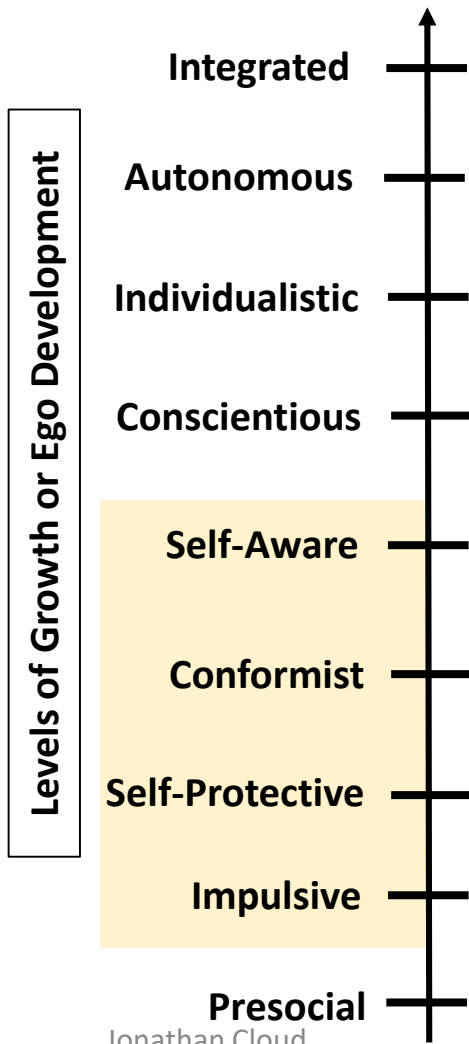
The Third Area Offers a New Kind of Case Plan Goal: Long-Term Growth Goals

- Goals aiming at personal growth (e.g., future self, what I want to do or achieve, who I want to be, etc.).
- Serves as the youth's incentive to change behavior, which is the focus of case plan's short-term goals addressing criminogenic needs.
- Extends case planning timeframe beyond probation period; encompasses youth's way of becoming a positive adult.
- Research has shown that these kinds of goals predict growth three years later (Jack J. Bauer and Dan P. McAdams, "Eudaimonic Growth: Narrative Growth Goals Predict Increases in Ego Development and Subjective Well-Being 3 Years Later," *Developmental Psychology*, 45(4), 2010).



Growth Science is as Rigorous and Useful for Case Planning as Risk Science

Higher the Growth Level the Lower the Risk Level



- Level of growth linked with delinquency (Loevinger, 1970, 1976; Al-khateeb et al., 1981).
- Association between lower levels of growth and a higher prevalence of problem behavior (DiNapoli, 2002; Noam et al., 1984; Noam et al., 1994; Recklitis, 2004).
- Adolescents below Self-Protective level have a 1.5 to 4-fold increased risk of committing aggressive offenses (Enzinga, 2008).
- Correspondence between identity status and level of growth (Berzonsky & Adams, 1999). Self-Aware level corresponds with identity formation.

How Risk Factors Do Harm and Why That Harm Can Be Ameliorated by Growth

- **First, they are “lived experiences,” not just variables or items in a risk assessment.**
- **Second, these experiences are of a specific type, called “need-thwarting” or “need frustration” experiences.**
- **Third, the needs being thwarted in this case are “growth needs,” which Maslow long ago theorized results in delinquency (among other things).**
- **Fourth, growth needs for adolescents center on the developmental task for that stage, which is identity formation.**
- **Fifth, so risk factors do their greatest harm by disrupting the young person’s positive identity formation.**
- **Sixth, therefore, managing risk is optimally done by facilitating growth (getting identity formation back on track).**

How Facilitating Growth Overcomes RNR Implementation Challenges



Conversation on Challenges of Implementing RNR Approach

- 1. Understanding of risk assessment instruments?**
- 2. Ability to effectively administer risk assessments?**
- 3. Acceptance and/or use of risk assessment findings?**
- 4. Don't have the time to really do it well due to caseloads?**
- 5. Do assessments but it takes away time to really talk with and get to know youth and family?**
- 6. Tend to only see risk or danger and less able to see strengths?**
- 7. Input and ideas from youth not really sought after and used. Just base everything on risk level and criminogenic needs?**



Integration Addresses Challenges to Risk Management Implementation Identified by Research

Risk Management Implementation Challenges

How Integration with GFCM Addresses Challenges

Rarely used risk and needs assessments as designed and relied on previous experiences to guide practice (Viglione, Rudes, & Taxman, 2015).

Risk and needs assessments provide insight into youth's story and actual self.

Rarely focused on criminogenic needs (Bonta et al., 2008).

Criminogenic needs are barriers to youth's ideal or best self.

Integration Addresses Challenges to Risk Management Implementation Identified by Research

Risk Management Implementation Challenges

Rather than responding to needs, POs focused on levels of risk to control and manage risk (Feeley & Simon, 1992).

By the nature of the science on which they are based, risk and needs assessments do nothing to promote the idea that youth are assets with strengths (Carreon and Petteruti, Justice Policy Institute, 2015)

How Integration with GFCM Addresses Challenges

Considers unmet early developmental needs related to identity formation.

Case plan not merely intended to address offending, but assist youth with realizing their possibilities (e.g., ideal selves).

Integration Addresses Challenges to Risk Management Implementation Identified by Research

Risk Management Implementation Challenges

How Integration with GFCM Addresses Challenges

Paid little attention to engaging in case planning (Flores, Travis, & Latessa, 2004).

Four phases are aligned with the four steps for effectively building a case plan.

POs were observed engaging in case planning with youth in 15 of 243 (6%) interactional episodes (Jill Viglione, “The Risk-Need-Responsivity Model,” Criminal Justice and Behavior, 2019).

Youth Wins involve ways in which youth are involved with the HSW in the case planning process.

How GFCM Integrates Risk Management and Growth Facilitation



Keys to Integration

Risk Management Approach (RNR)	Growth Facilitation Approach (GFCM)
Assess youth's risk level for reoffending.	Risk assessment offers information about youth's difficulties with identity formation tasks and extent of help needed with forming a future ideal self.
Identify criminogenic needs, or dynamic risks related to youth's offense.	Criminogenic needs are specific barriers between youth's actual self and ideal self.
Identify responsivity factors.	Factors specific to each youth include interests, aspirations, etc. related to future self that be made part of services.

Let's Walk Through the Framework

(See Your Handout for More Detailed Information on Each Phase)

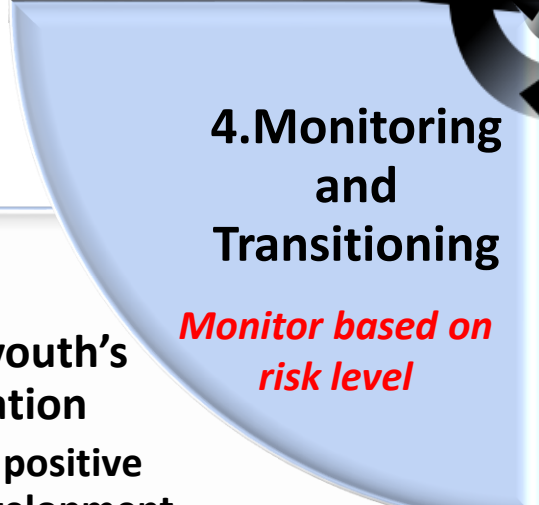
Youth Win:
Verbally expresses
an ideal self
Case Planning:
Long-term goal;
re: incentive to
change

- Facilitate youth's self-exploration
- This fosters positive perceptions of self



- Facilitate youth's self-discovery
- This fosters positive attention on future

Youth Win:
Verbally expresses
strengths, goals
Case Planning:
Short-term goals to
address
criminogenic needs



- Facilitate youth's self-efficacy
- This fosters positive planning and action

Youth Win:
Works with
services on steps
Case Planning:
Progress toward
ideal self
Jonathan Cloud

- Facilitate youth's self-realization
- This fosters positive identity development

Youth Win:
Identifies steps to
reach goals
Case Planning:
Action steps with
early wins

(May Use With Permission)

Four Core Practices in GFCM Associated with Identity Formation Tasks

Fostering Positive Rather than Negative Commitments, Goals, and Roles

Exploring

Facilitate youth's self-exploration (i.e., considering interests, passions, gifts, talents and who they can be in the future, or "ideal self" or future identity)

Facilitate youth's self-discovery (i.e., coming to know strengths and their connection with ideal self, and coming to know weaknesses that are barriers to ideal self)

Committing

Facilitate youth's self-efficacy (i.e., belief in capacity to take action and make the changes necessary to move toward ideal self)

Facilitate youth's self-realization (i.e., doing the tasks and taking on the roles necessary to gradually take on commitments, achieve goals, and engage in roles related to ideal self)

Practices Informed by Evidence-Based Model of Growth

Boyatzis Model of Intentional Change

