



Crestwood Recovery Resilience Solutions

Dr. Ken Minkoff

Dr. Ken Minkoff makes it fun to look at the balance between structure and flexibility in organizational growth by regaling us with tales of his early experiences in what he calls “Hippy style” management. He then speaks of the need for a balance that allows for creativity and ingenuity yet holds the pieces together with a reliable structure that can sustain growth and satisfy funding sources.

Moving on to one of all of our favorite complaints, “paperwork” Dr. Minkoff begins with a memorable quote: “Your best staff will tell you that they need a paperwork process that will inspire them and those they serve by providing a pathway for planning and growth; instead you give them a process that sucks the soul out of their brains, and then they are supposed to do good work.. Then we are rewarded for soul sucking activities.”

This moves us into a discussion about what is typically referred to as “burnout” or a more modern moniker is “compassion fatigue.” The takeaway here is a recognition that it is not the people we were that burn us out. This is a common mistake, and again yet another example of blaming the person being served when things don’t go the way we think they should. The real culprit here is the environment, the culture, in which the work is being done. A recovery-based culture support staff in doing the work they love and that they were inspired to do.

It all comes around to “Hope.” In a culture infused with hope, good work can be done.