

SEVEN TIPS TO IMPROVE TEAM PERFORMANCE

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Why Focus on Teams?

Teams are essential for effective APS Work.

- Back up coverage for workers that are out
- Maintaining an Emergency Response and After Hours schedule
- Sharing resources and knowledge
- Assistance with challenging cases
- Greater levels of satisfaction

**Tip 1: Develop a Strengths Based
Leadership Approach to Teambuilding**

-Know your own strengths

-Invest in the strengths of your team

-Understand and meet the needs of individual team members:

Trust

Compassion

Stability

Hope

What does Strengths Based Leadership Look Like?

- Actively listening
- Having empathy
- Holding a holistic perspective
- Being persuasive (not coercive)
- Conceptualizing a long-term goal
- Having foresight
- Maintaining a structured work environment
- Being an institutional steward



TIP 2: LEARN HOW TO BE AN EXTRAORDINARY TEAM LEADER

Characteristics of Healthy Teams:

1. They produce outcomes
2. They are interdependent
3. They have a definite identity
4. They are stable
5. Team members a level of shared authority
6. They are a social system

Characteristics of Extraordinary Teams:

1. They produce great results
2. They have a compelling purpose
3. They embrace their differences
4. Members are fully engaged
5. “Just enough” structure
6. They have shared leadership
7. They embrace unexpected learning
8. They have strong internal relationships

TIP 2: LEARN HOW TO BE AN EXTRAORDINARY TEAM LEADER

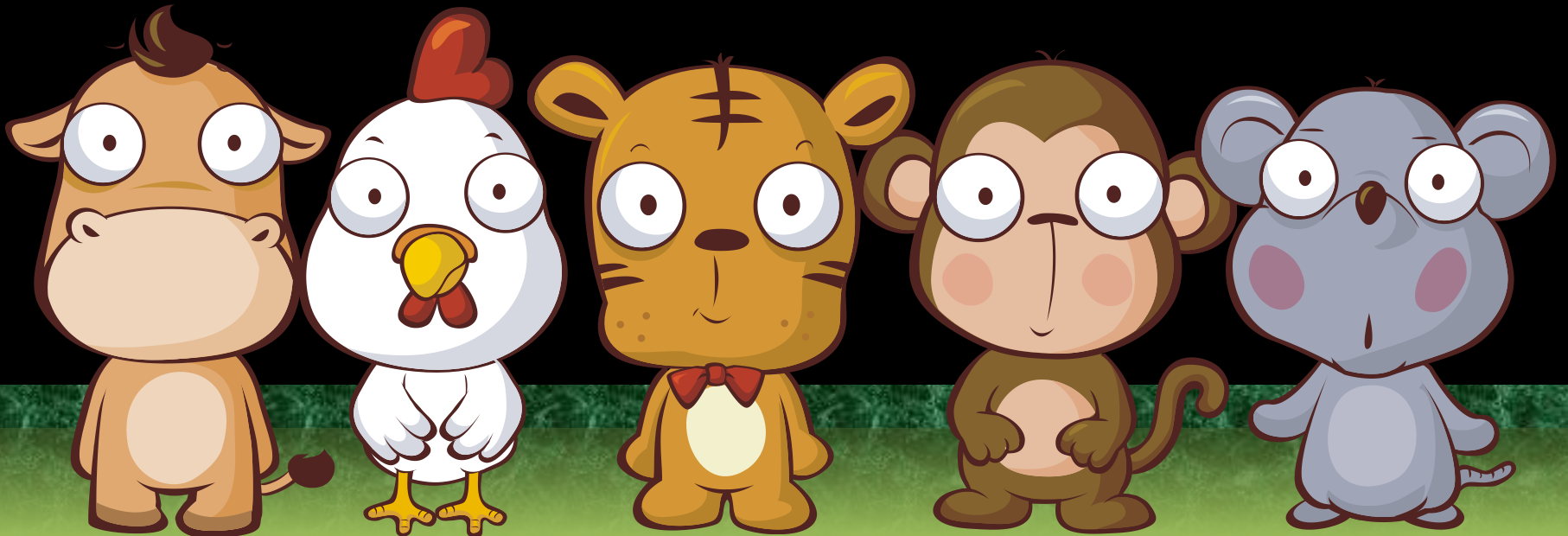
Extraordinary Team Leaders:

1. Lead by example
2. Frame an inspiring purpose
3. Lead with a light touch
4. Create safe spaces for discussions
5. Serves as a buffer and an advocate with the external world
6. Encourage Team Members to Think and Act Like Leaders

Activity

1. List one way to lead by example
2. What is the “inspiring” purpose of your team?
3. Where might you “lighten” your touch?
4. How can you make discussion safer?
5. List one example of a buffer and an advocacy task
6. What can you do to encourage leadership among your team?

TIP 3: RECOGNIZE HOW DIVERSITY STRENGTHENS YOUR TEAM



Enhance your team's level of Cultural Competence

Cultural competence refers to the process by which individuals and systems respond respectfully and effectively to people of all cultures, languages, classes, races, ethnic backgrounds, religions, and other diversity factors in a manner that recognizes, affirms, and values the worth of individuals, families, and communities and protects and preserves the dignity of each.

- National Association of Social Workers Standards for Culturally Competence in Social Work Practice, 2001

Tip 4: PROVIDE REGULAR ONE-ON-ONE Supervision

Why are case consultations necessary?

- Clinical issues with the client
- Caseload management issues
- Professional boundaries
- Ethical dilemmas
- Support and validation of the worker
- Debrief trauma



TIP 5: Coach, Train, and Mentor

Aptitude - Is there a lack of skills or knowledge? = *Training*

Attitude - Is the employee getting in their own way? = *Coaching*

Available Resources - Is an outside factor getting in the way? =
Training or Coaching

Approach - Is the employee showing a desire for long term career development? = *Mentoring*

CONSTRUCTIVE FEEDBACK – A Key Tool for Coaching

- Worth your time? _____NO Don't bother
- Does the worker know performance is negative? ____NO Explain it
- Does the worker know how the job should be done? NO Show him how
- Are there obstacles? _____YES Remove them
- Does the worker know how to do the job? _____NO Teach him
- Does a NEG consequence follow performance? ____YES Stop the consequence
- Does a POS consequence follow bad performance? YES Add a consequence
- Could the worker do it if he wanted? _____YES Transfer
/Terminate worker

TIP 6: ACTIVELY ADDRESS BURNOUT



- Recognize Symptoms.
- Evaluate worker's reaction to burnout.
- Analyze the cause
- Intervene to change.
- Provide opportunity to participate in decision-making.
- Train staff on participatory management.
- Meaningfully recognize efforts of staff.
- Create a learning environment.
- Support group cohesiveness.
- Encourage working together between staff and management.
- Help staff develop realistic coping strategies.
- Develop career planning strategies.
- Evaluate workers' strengths
- Promote special interests of staff.
- Arrange for assignment changes.

Tip 7: Create a Learning Environment

What is a Learning Culture?

An environment that promotes and fosters individual, team, and organizational learning.

A Learning Organization



Action Plan

What is one change that you will commit to make with your team when you return to the office?