Building and Managing Effective APS Teams
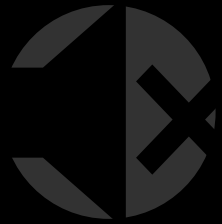
By: Jessica E. Paradee Burke, MPA

DEPARTMENT OF ECONOMIC SECURITY
Your Partner For A Stronger Arizona

Housekeeping for Virtual Platform
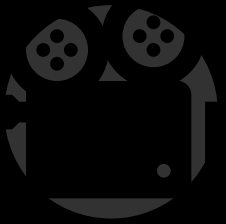
VIDEO CAMERA

MUTE/ UNMUTE

CHAT BOX

EMOJIS AND ICONS

IF YOU NEED TO STEP AWAY

POTENTIAL TECHNICAL GLITCHES

Facilitator's Name

Affiliation

1 Recognize the importance of teams & teambuilding in APS.

2 Identify how to build and manage healthy, effective teams.

3 Assess and recognize strengths and weakness within your team.

4 Discuss strategies for managing virtual teams.

Group
Discussion

Groups versus Teams

GROUP

TEAM

Shared Values
Complementary Roles
Feelings Expressed
Commitment
Consistency
Trust
Conflict Resolution
Listening
Cooperation
Diversity
Efficiency
Respect
Accountability
Relationships
Unified Purpose

WEAK

STRONG

(Leigh & Maynard, 2002)

Team Building- The Basics

What is Team Building?

- The process of bringing each of your individual employees together as a unit; therefore creating a team.

Where do I even start?

- Establish your role as a leader
- Build trust
- Foster individual relationships
- Rapport building
- Build relationships between others
- Communicate Clearly
- Establish a vision
- Set goals
- Support and respect team members

The Importance of Teams and Teamwork in APS

Combined Knowledge: Individuals can bring their own expertise to the team ensuring that each case is looked at from different perspectives.

Collective Resources: Individuals access to different resources and helping disciplines.

Shared Responsibility: Social work is a hard job! Client/Customers and their situations can be complex. Having more input on how to support our clients is beneficial for all.

Support Network: Nobody knows the trials and joys of the job more that our teammates. Teams allow us to feel supported.

Building Team Strength and Resilience

Be	**Transparent**
Build	**Trust**
Keep	**Your team informed**
Provide	**Expertise**
Praise	**Successes**
Embrace	**Challenges as opportunities to learn**
Build	**Relationships - With individual team members and the team as a whole**
Remain	**Supportive**

Page 7: Journal Entry

Have I given my team members the support they have given me?

Team Member Buy-In: Shared Qualities

1. Whereas we all are different and unique, we all share the same profession.

2. We all want to keep the vulnerable adult population free from maltreatment, neglect, and exploitation.

3. Each of us all have knowledge and skills that are unique and can be combined to collectively assist individuals, groups, and communities.

4. Social work is complex, and resources are limited; therefore, we can be more successful as a team versus working in a silo.

Team Meeting Facilitation

Facilitating Team Meetings

Facilitating the meeting as an MDT-case consultation

Encouraging relationship building within the team

Page 8: Journal Entry

How can I make my team meetings productive and inspiring?

Characteristics of Healthy Teams

Effective communication

Shared focus and goals

Diversity

Good leader

Organization

Equal contribution

High morale

Commitment

Clearly defined roles

Respect

Trust

Characteristics of Unhealthy Teams

Fear	**Cannot express themselves**	**Dysfunctional employee relationships**	**Unaddressed conflict**
Avoidance of accountability	**Toxicity**	**Absence of trust**	**Lack of recognition**

Participant Guide
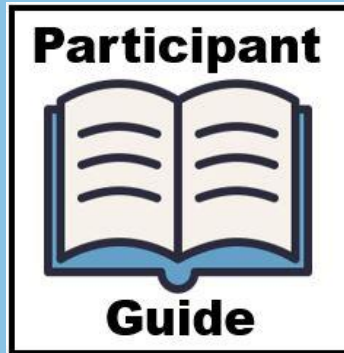
Page 10: Journal Entry

What elements create a positive team experience? What elements create a negative team experience?

Characteristics of Well-Led Teams

|		
Accepting attitude among team members	**Inspiring purpose**	**Clear, challenging goals**
Leader listens and communicates	**Consistent appreciation and feedback**	**Acknowledgement of team feelings and concerns**

Healthy Team Development

Supervisor's Responsibility

- **Developing a positive group culture**

- **Handling conflict between team members**

- **Managing the group within the larger work environment**

Tuckman's Stages of Group Development
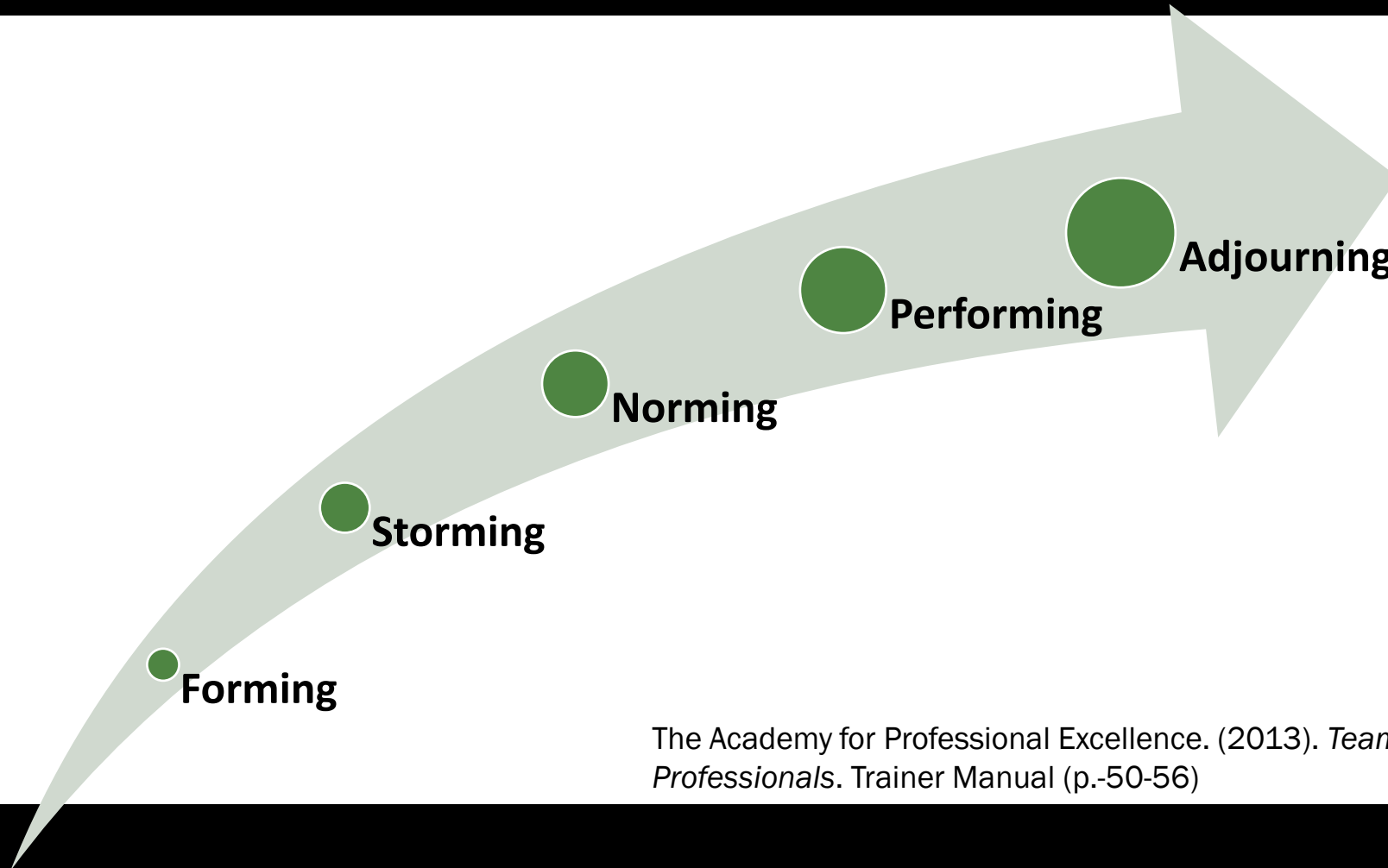
The Academy for Professional Excellence. (2013). *Teambuilding for APS Professionals*. Trainer Manual (p.-50-56)
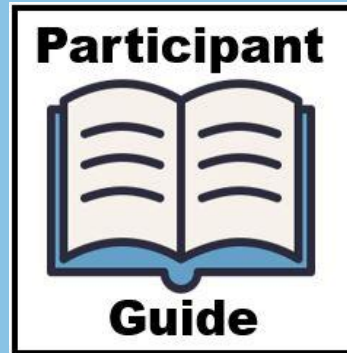
Page 12: Hand-Out

Tuckman's Stages of Group Development

Team
Assessment
Activity

Page 14: Hand-Out
Team Assessment

Page 15: Journal Entry
"My Action Plan"

Page 17: Journal Entry

I will model the value and importance of teams.
I will inspire my team.

Teams: Taught or Modeled?

What are the values that your team leader instilled in you? How did that team leader inspire you?

# Motivation: Individuals and the Team

One size does not fit all

- **Know what motivates each member of your team**

Intrinsic versus Extrinsic

- **Intrinsic motivation: internal drive and psychological rewards.**
  - ✓**Feels good helping others**
  - ✓**Accomplishment**
- **Extrinsic motivation: Reward driven behavior**
  - ✓**Deadline**
  - ✓**Promotion**
  - ✓**Praise**
  - ✓**Money**

For Your Improvement (FYI)

- **Unskilled**
- **Skilled**
- **Overused Skill**

Participant Guide
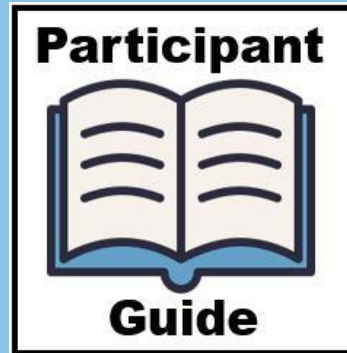
Page 18: Hand-Out

For Your Improvement:
Motivating Others

Page 19: Journal Entry

When it comes to motivating others, what am I skilled at? Where could I improve?

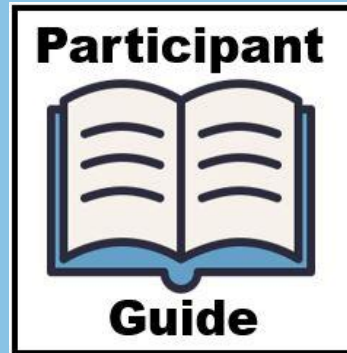# Belbin's Team Roles

Action Oriented Roles
- **Shaper**
- **Implementer**
- **Completer-Finisher**

People Oriented roles
- **Coordinator**
- **Team worker**
- **Resource Investigator**

Thought Oriented Roles
- **Plant**
- **Monitor-Evaluator**
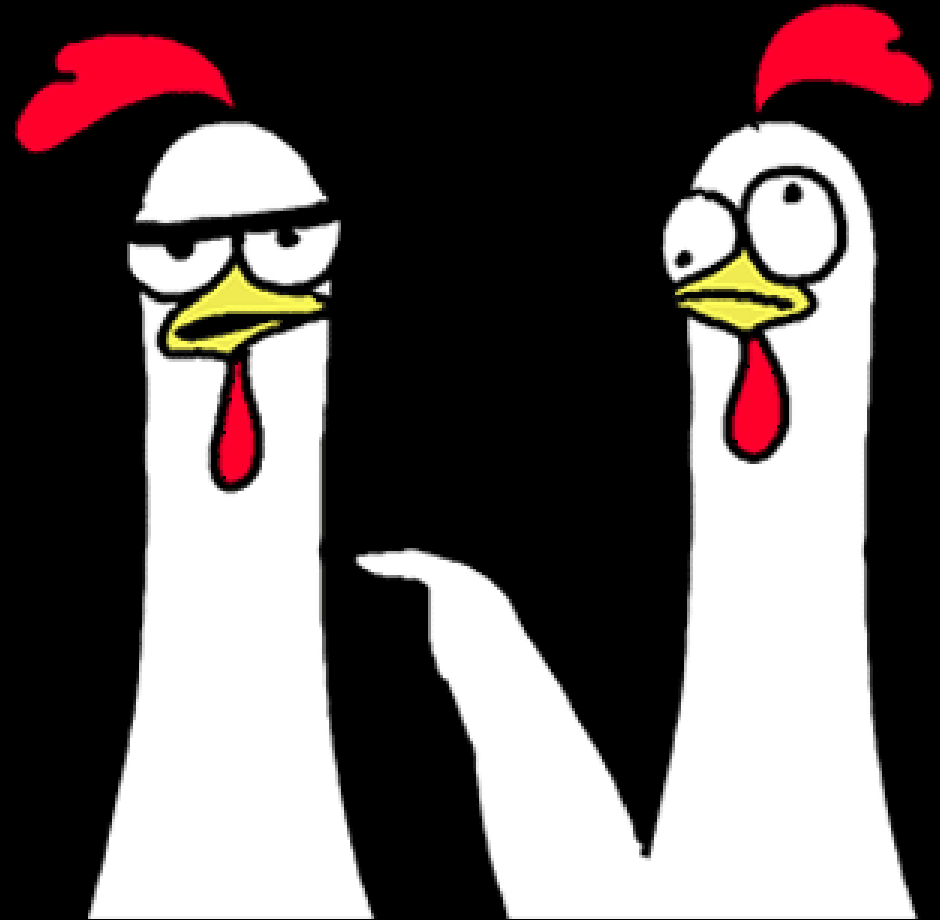- **Specialist**

Page 21: Hand-Out

Belbin's Team Roles

Challenging Team Members

An individual's behavior within the team setting is a function of the group dynamics.

Stereotypical Roles:
- Deviant Member
- Scapegoat
- Quiet Member
- Internal Leader

Challenging Team Members

1. In your small groups, make a list of challenges you have experiences with team members.
2. Choose one challenge to focus on and identify a few options for responding effectively.
3. Small groups will have **15 minutes** for their discussion.
4. Reconvene and share ideas with full group.

There is worksheet for keeping notes on Page 24 of your Participant Guide.

Trauma, Secondary Trauma, Compassion Fatigue

- Trauma: a deeply distressing or disturbing experience.

- Secondary Traumatic Stress is a lasting or even recurring emotional anguish that results when an individual learns about the firsthand experiences of another person or animal's traumatic experience.

- Compassion Fatigue can arguably be described as a stage of trying to cope with repeated exposure to trauma.

www.violetaura.com/secondary-traumatic-stress-compassion-fatigue/

Trauma-Informed Approaches

Supervisors must assist workers in identifying when they have been exposed to trauma and be available to assist with debriefing it.

- **Always ensure the well-being of the worker**

- **Appreciate silence**

- **Allow tears and venting**

- **Become familiar with Trauma-Informed Practice concepts, research and resources.**
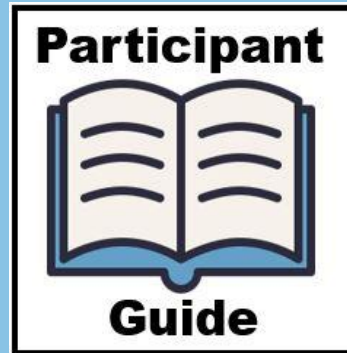
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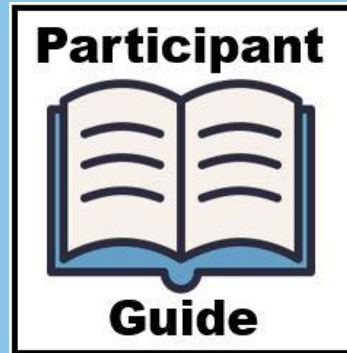
Page 26: Hand-Out

Trauma-Informed Approach

MentalHealth.org

Managing Virtual Teams

Page 28: Link

Ice Breaker Handout

[Handout-Brain-Breaks-and-Ice-Breakers-for-Virtual-Work-Final.pdf (napsa-now.org)](#)

Transfer of Learning

- **To be done on your own time**

- **Should take about 30 minutes**

Page 30: Hand-Out

Transfer of Learning Worksheet with Instructions.

Closing and Evaluations

- Final Journal Activity
- Evaluations
- Thank you for your participation

"Successful leaders embrace the power of teamwork by tapping into the innate strengths each person brings to the table."

–The Power of Teamwork Inspired by the Blue Angels