Building and Managing Effective APS Teams

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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

WEAK

TEAM

STRONG

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

(Leigh & Maynard, 2002)
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.
<table>
<thead>
<tr>
<th>Be</th>
<th>Transparent</th>
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<tbody>
<tr>
<td>Build</td>
<td>Trust</td>
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<tr>
<td>Keep</td>
<td>Your team informed</td>
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<tr>
<td>Provide</td>
<td>Expertise</td>
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<td>Praise</td>
<td>Successes</td>
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<td>Embrace</td>
<td>Challenges as opportunities to learn</td>
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<tr>
<td>Build</td>
<td>Relationships - With individual team members and the team as a whole</td>
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<tr>
<td>Remain</td>
<td>Supportive</td>
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Have I given my team members the support they have given me?
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
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

- Forming
- Storming
- Norming
- Performing
- Adjourning

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

**Motivation: Individuals and the Team**

- 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
Page 18: Hand-Out

For Your Improvement: Motivating Others
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
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*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.

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.
Page 26: Hand-Out

*MentalHealth.org*

*Trauma-Informed Approach*
Managing Virtual Teams
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