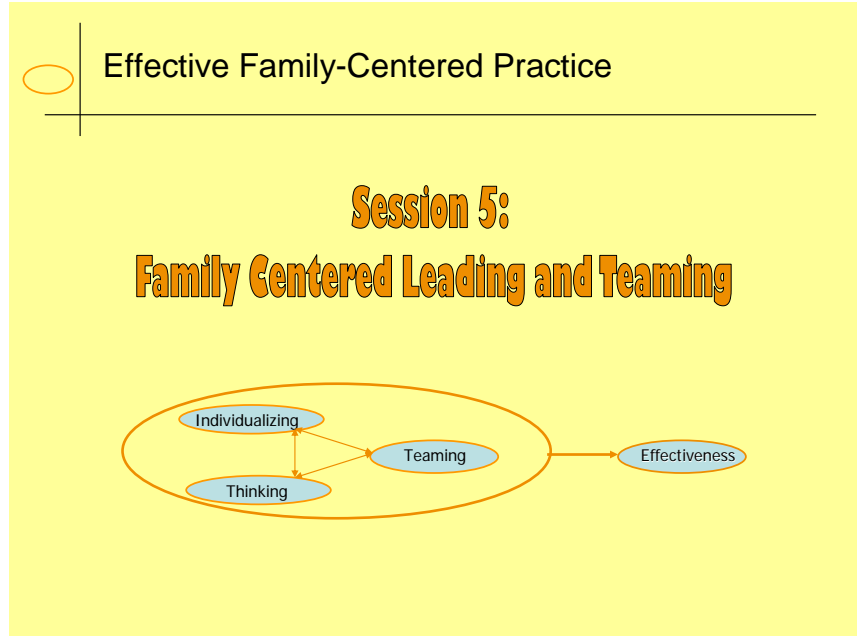


EFFECTIVE FAMILY CENTERED CASEWORK: TOOLS AND APPLICATIONS

SESSION 5: FAMILY CENTERED TEAMING AND LEADING

SLIDE 5-1: SESSION TITLE SLIDE



Summarize:

- In this session, we change our focus. In previous sessions, the emphasis has been on using family centered practice tools to work in partnership with the family. Now, we'll focus on working more closely with the broader family service team.

Ask:

Who may be included on a family service team?

Get a comprehensive list. Some potential responses:

- *Mental health providers*
- *School guidance counselors*
- *Daycare providers*
- *Foster parents*
- *Judge and/or CLS attorney*
- *Case-managers (for CPIs)*
- *CPIs (for Casemanagers)*
- *Juvenile Justice personnel*
- *Medical personnel*
- *Developmental disabilities personnel*
- *Service club (Boys and Girls Clubs, Scouts, etc.) providers*
- *Extended family*
- *Neighbor*
- *Friends/coworkers*
- *Pastor or church members*

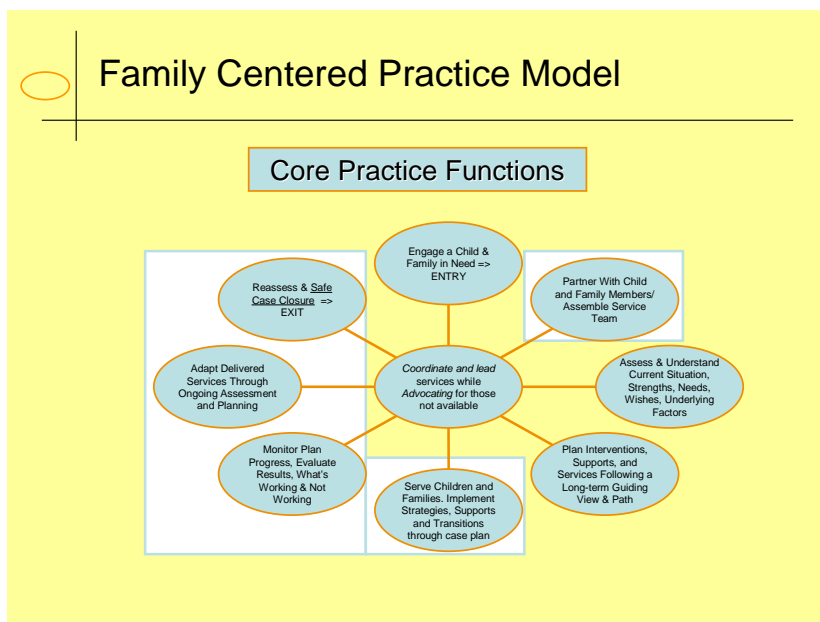
(Continued on next page.)



Flipchart

- While this team includes the family, what we'll be emphasizing is working more effectively with the formal service providers and informal supports.
- The position that we are taking is that you, as PI/worker, are the team leader. Your responsibility is to achieve success for the family through the unified, coordinated, and sustained efforts of the service team.
- In teaming and leading, you use all three strengths of our casework effectiveness model:
 - **Individualizing** – as team leader, you need to convey to each member that they – and the role they play – is unique and valued. Your challenge is to bring out the best in each team member, bringing forth their strengths and overcoming their personal or professional shortcomings with your support and the team's guidance.
 - **Thinking** – leading a team is difficult, no doubt about it. You'll need to be thinking not only what is best for the family, but how to get the team dynamics right so that the effort can be unified, coordinated, and sustained. You'll need your critical thinking skills to evaluate how well the team is working together.
 - **Teaming** – yes, the teaming strength is involved in using family service teams. What we'll be presenting in this session is that many of the teaming tools used with the family apply with the family service team as well. Also, the family change process we've used mirrors the teambuilding process we'll present.

**SLIDE 5-2: FAMILY CENTERED
PRACTICE MODEL**



Say:

Here's where we are in our practice model . . . teaming is definitely the "thing" when it comes to the model as it can be done in every step . . . but, we'll be focusing most on the steps of case plan implementation . . . though we'll include ESI and some assessment and case planning as well.

Ask:

Before we dive into the specifics of teaming, let's take a moment to talk about teams in general to get into the right mindset.

What is a team?

Get a few responses . . . you may want to write the key words on a flipchart. Suggested response to work toward:

*While there are many types of teams with many purposes, the most general definition is something like: **a group of people working together for a common goal** . . . as they say, there's no "I" in team.*



Flipchart

Ask:

Why are teams important in child welfare work?

Get a few responses. Some of which may include:

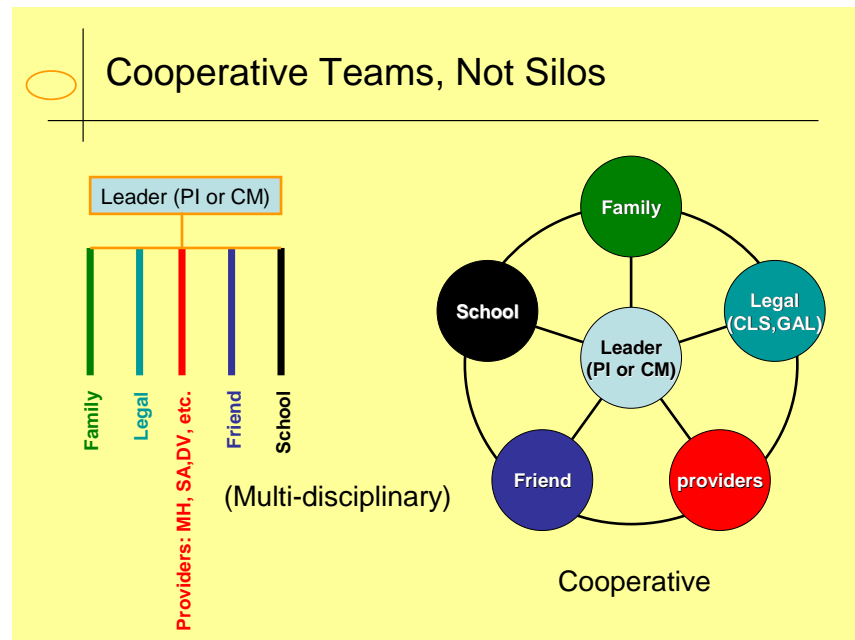
- *Some team members are legally mandated.*
- *For the involvement of a broader field of expertise*
- *For collaboration to get more of the needs of the family met in a timely and skillful manner*

TRAINER *If the participants don't mention something like*
NOTE *"mutual support of team members," add the following. If someone did, re-emphasize their point with the information given below.*

Say:

- One valued aspect of teaming is that it can give each member support for doing their job well on a case. We all have times when we're frustrated and need to vent and/or get recharged.
- Good teams give not only technical help, but personal support for their members. The members may report a success with the family or suggest a new approach for you to take, or just encourage you to hang in there.

SLIDE 5-3: COOPERATIVE
TEAMS, NOT SILOS



Say:

- This **mutual support** can be very important, but it takes a functioning family service team to bring out this support. How to make the team functional will be the major objective for this session, but here's the perspective we're looking for.
- Think about writing an important report. One team may write it by assigning sections to team members, then compiling them. The team members share a common purpose – to write a good report, but they don't interact much. They function as silos – each person working within their area of expertise and reporting back to the group.
- Contrast that with a team that first meets to define the objectives for the report and then assigns lead responsibilities to members based on their expertise, but expects draft sections to be turned into the team and debated. The team may not work to the point of consensus, but everyone's viewpoints are sought and considered. If a member is stuck on a part of his section, he can say so to the team and expect to get ideas and support.

Ask (rhetorically):

Which team will write the better report? Which team would you prefer to be on?

Say:

- It's our view that the second team would write the better report, all things being equal, and that that team would also be the most challenging, yet fulfilling to work on.
- On a team like that, you not only do good work, perhaps your best work, you learn from one another and you develop stronger personal and professional relationships with the team members.
- It makes work more meaningful. It makes a team member feel like she or he is part of something larger, something more powerful, which can get good things done.
- Bringing about those kinds of teams is what we're striving for in this training.
- We'll call them **cooperative** teams rather than **multidisciplinary** teams, as too often multidisciplinary teams function as silos.

TRAINER NOTE

This is a good place to refer to the Best Interests Model poster and link cooperative family services teams to quadrant I vs. the silo approach in quadrant IV.

SLIDE 5-4: SESSION OBJECTIVE



Session Objective

Apply family centered practice tools to improve the *teaming* of cooperative teams.

State the objective.

Say that the objective for the session is rather simple and straightforward . . . though admittedly difficult to achieve in practice. Still, we hope to give you the tools to take the lead in developing the teaming capabilities of your cooperative teams.

Point out that while we'll put more emphasis on implementation of the case plan, this session will address teaming from engagement to closure.

TRANSITION

We'll start with a short activity to look at your experiences working with teams. We will be looking at the strengths associated with teams and the challenges that you experienced. We'll use the group results to drive our discussions for this session.

ACTIVITY 5-1: Teaming Strengths and Challenges

TIME: MINUTES

DIRECTIONS:

PARTICIPANT GUIDE, PG. 5-1



PREPARE FLIPCHARTS



PREPARED FLIPCHARTS

1. Divide the large group into small groups of 3 or 4 participants. Have the small groups select a recorder and/or a spokesperson to present their work product to the large group.
2. Have each member of the small groups share the strengths and challenges that they experienced working with teams. As they are exchanging information, the recorder compiles a list of the various strengths and challenges discussed by their group. Strengths and challenges need to be recorded on separate pieces of flip chart paper for presentation to the large group and for use in a following activity.
3. Process the results for each group in turn, starting with group 1.
4. After all the groups have reported, give a quick summary of the group results.

TRANSITION

We've introduced some general strengths and challenges associated with family service teaming. Next, we'll look at solutions to the various challenges that people have experienced working with teams.

ACTIVITY 5-2: Meeting the Teaming Challenges



PREPARED FLIPCHARTS

TIME: MINUTES

DIRECTIONS:

1. Use the lists of challenges created by the small groups in the previous activity.
2. Assign each list to a different group of participants than the group that created it.
3. Have each group develop a list of concrete solutions for each of the challenges on their assigned list.
4. Have each group present one of their challenges and the solution(s) that they developed to deal with the challenge. Continue from group to group, having each group present one of their challenges and the developed solution(s) until all the challenges and solutions have been presented.

TRANSITION

We've identified some challenges and solutions associated with working as part of a family service team. Now, remember I said that your role is team leader. We are going to look at the characteristics of an effective team leader. Creating an effective team is hard work...few teams actually work well as a team. Yet, as team leader, it is your responsibility to make your team successful so that you can draw on the benefits of teams we discussed earlier.

ACTIVITY 5-3: Effective Leadership

TIME: MINUTES

DIRECTIONS:

1. Divide the participants into small groups and have each group develop a list of characteristics associated with effective leaders.

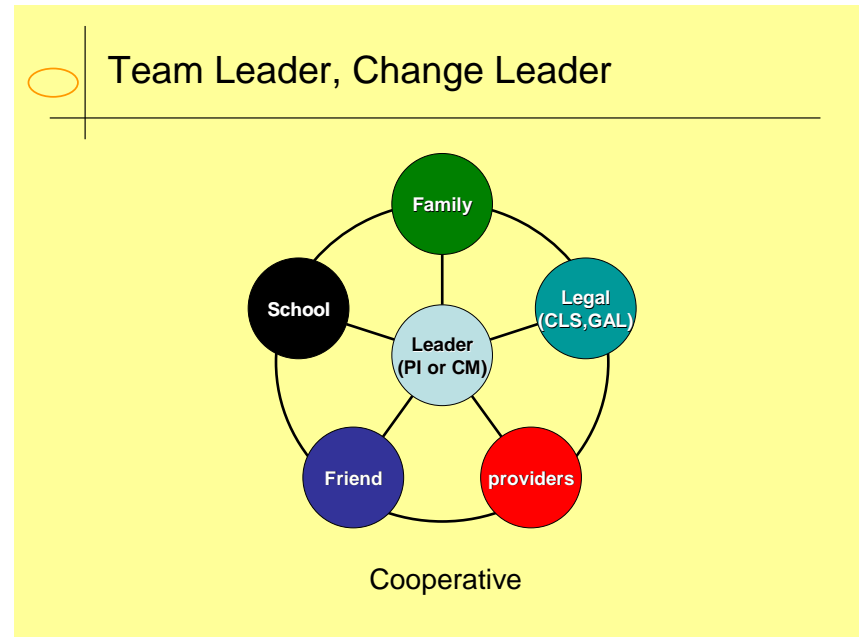
Common Responses:

- Positive Feedback
 - Good Listening Skills
 - Ability to make decisions
 - Vision
 - Assertive/Maintains focus
 - Polite/Respectful
 - Admits Faults/Mistakes
 - Open Minded/Approachable
 - Knowledgeable
2. Have each group select a spokesperson to present the group's work product.
 3. Have each group present their responses and tie their responses back to how effective the team functions when the team leader demonstrates the characteristics associated with effective leadership.

TRANSITION

You've now brought individualizing, thinking, and teaming strengths to the formation and functioning of a cooperative team. Let's conclude with some points on the importance of your role as team leader.

SLIDE 5-5: TEAM LEADER, CHANGE LEADER



Say:

- You, as PI or case manager are the team leader for the family's cooperative team while you are the lead worker on the case. Why? Because you are the one that has the broadest perspective and, in many cases, the most explicit legal mandate to work with the family.
- Leadership is rarely easy . . . if it were, we'd have good leaders all over the place. Yet, I think we can safely say that our family service teams are not performing as well as they should – and some of that performance deficit, perhaps a lot, comes down to a lack of leadership.
- This is not a leadership training program. However, we've discussed many of the strengths, problems, and solutions to create cooperative teams.
- I hope you will take to heart what we've said about leadership today – and look for more training on cooperative teaming and leadership. To implement the Culture of Success and the Best Interests Model, cooperative teaming and team leadership are essential.

SESSION SUMMARY

Say:

- In this session, we've reminded you of the potential for cooperative teams to make your work easier and more successful.
- Through teams, you leverage your personal resources, in other words, investing some of your personal effort and resources into team members should generate an effort and resources return such that you get a bigger bang for your buck.
- This investment return then can enable you, and the team members, to be more successful with families – to achieve success for this family in the shortest amount of time and with quality outcomes.
- We've stressed that teams work best when they work as cooperatives, not silos.
- For cooperative teams to function effectively, however, they need someone to lead them. That is, someone who will keep success for this family clearly in mind and focus and direct the team's effort to achieve that success in a timely manner. Someone who will take the initiative to "run" the team and, if necessary, to make the hard decisions, the ones that involve risk but that can move the case forward rather than let it churn.
- That person, that leader, is you. As you know, building and leading a team is not easy – it can seem like herding cats to get everyone focused on the goal and the plan to reach that goal.
- We've identified common team strengths and problems and solutions to help you along.
- Plus, we've developed a list of characteristics of effective team leaders to give you further guidance.
- I hope that with this information and the teambuilding process you can better serve as change leader for the team as well as for the family.