

Building Teams that Drive Culture Change & Results!

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Icebreaker Activity

Learning Format: Discussion in pairs followed by large group debrief.

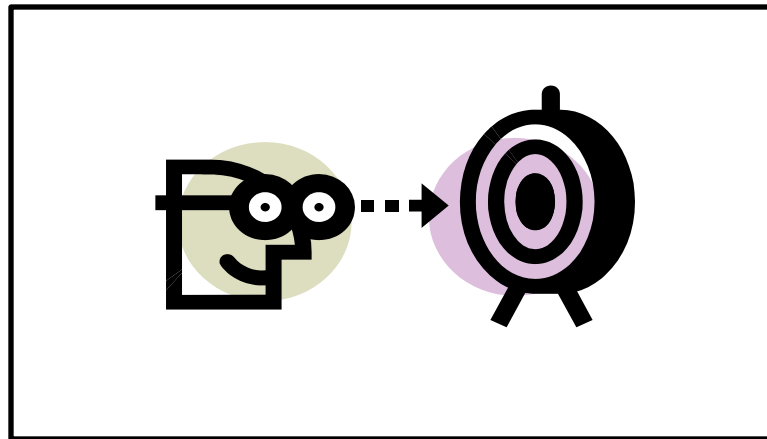
Time Required: 10 Minutes

Activity Flow:

Step	Procedure
1	Please subdivide into pairs.
2	Take turns answering the following questions: <ul style="list-style-type: none"> • Have you ever been part of a great team? • What was different about this team?
3	Large group discussion about great teams.

Purpose of Workshop

To clarify the value of teamwork in PROS and learn the key factors that must be managed to make your PROS team more effective.



Learning Objectives

After this workshop, you will be able to:

- Explain why effective teamwork is critical to the success of a PROS program
- Define the key factors that drive team performance
- Assess the need for team-building in your program

TEAMWORK IS CRITICAL IN PROS



Why is teamwork so important in PROS?

- Essential for Service Delivery:
 - Required for Performing Standard Work Tasks
 - Improves Responsiveness & Person-centered Service
 - Essential for Performing Evidence Based Practices

- Critical for Developing Recovery Culture & Quality Service
 - Heavily Influences Program Culture & Quality
 - Vital for Continuous Quality Improvement

- Enhances Operation of PROS Program
 - Creates Efficient Program Planning
 - Increases Job Satisfaction

Teamwork: Essential for Service Delivery

- ❖ Required for Performing Standard Work Tasks
 - Work Task: *Co-creating recovery & wellness w/participants*
 - Task requires: coordinated effort among staff
 - *In what ways are you and your colleagues dependent on each other as you work to foster a participant's recovery and wellness?*

- ❖ Improves Responsiveness & Person-centered Service
 - Cross-trained staff can respond to needs in timely manner

- ❖ Essential for Performing Evidence Based Practices
 - “IPS Supported Employment” is more effective when vocational counselors are fully embedded in a clinical team¹
 - *What other EBPs require teamwork for effective delivery?*

Teamwork: Shapes Culture & Service Quality

- ❖ Heavily Influences Program Culture & Service Quality
 - Teams culture shapes how staff work & relate to one another
 - Team meetings are a place where staff continually shape and renew cultural norms around participation, communication, decision-making, risk-taking, etc.
 - Parallel process: relational patterns between team leader and staff get replicated between staff and participants.²
 - Program Culture is the ‘Instrument of Care’
 - Program culture determines how staff provide care.
 - *How much are espoused program values actually honored and applied in your work with PROS participants?*
 - *How does team culture help or hinder your ability to practice in a person-centered way?*

Teamwork: Shapes Service Quality

❖ Vital for Continuous Quality Improvement

- Use of deliberate feedback between staff supports learning and improvement.³
 - Through repeated cycles of action and reflection staff learn core competencies. This sets the stage for innovation.
 - *What kind of insights can direct care staff offer that can improve service quality?*
 - *Do team leaders protect time for staff to regularly meet together and dialogue about the progress of transformation efforts at the individual, group, and program levels?*

Teamwork: Enhances Program Operations

❖ Enhances Program Planning

- Enables more efficient and effective program planning

❖ Increases Job Satisfaction

- Effective teamwork among direct care workers may lead to higher job satisfaction and lower staff turnover.⁴
 - *How might teamwork improve job satisfaction and retention?*

DETERMINANTS OF TEAM PERFORMANCE



Key Factors Driving Team Performance

Model of Team Performance⁵

- 1) Commitment to Shared Goals & Objectives
- 2) Accurate, Shared Mental Models
- 3) Role Clarity and Members Skills
- 4) Internal Organization and Coordination
- 5) External Coordination
- 6) Resources and Political Support
- 7) Mutual Trust and Cooperation
- 8) Collective Sense of Efficacy



Learning Exercise: *Group-to-Group Exchange*

Learning Objective: To give you an opportunity to learn something well, and at the same time become a resource to one another.

Learning Format: Small group discussion followed by large group presentations.

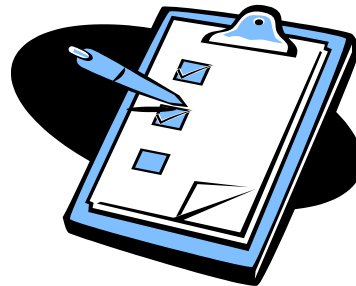
Time Required: 40 minutes total---Small group discussions (10 minutes); Eight Sequential Presentations (3 minutes each).

Materials: Index cards and pen or pencil.

Activity Flow:

Step	Procedure
1	Subdivide into 8 groups (<i>3 or 4 people per group</i>).
2	Trainer will assign each group a different topic to discuss and distribute index cards for notes.
3	Each group is encouraged to choose roles: <i>Discussion Leader, Note Taker, Timekeeper, and a Spokesperson.</i>
4	Each group discusses their assigned topic for 10 minutes.
5	Spokesperson from each group presents groups' key points.

TEAM BUILDING: DO YOU NEED IT?



What is Team Building?

Definition: Team building is an organizational development intervention that focuses on improving the effectiveness of work teams.

Goal: The purpose of team building is to increase cohesiveness, cooperation and identification with the group.

Approaches: There are a variety of team-building procedures that can be used alone or in various combinations---whatever approach is most relevant to a specific team's situation. Some of the teambuilding activities below can be carried out by the team leader or an external consultant.

Types of Team Building Activities:

- Set Team Goals
- Clarify Roles and Responsibilities
- Encourage and Facilitate Social Interaction (*hold periodic social activities—lunches, parties*)
- Provide Training on Interpersonal Process Skills (*communication, feedback, decision-making*)
- Provide Training on Process Improvement Skills
- Provide Leadership Coaching
- Facilitate Problem-Solving Meetings
- Celebrate Team Achievements

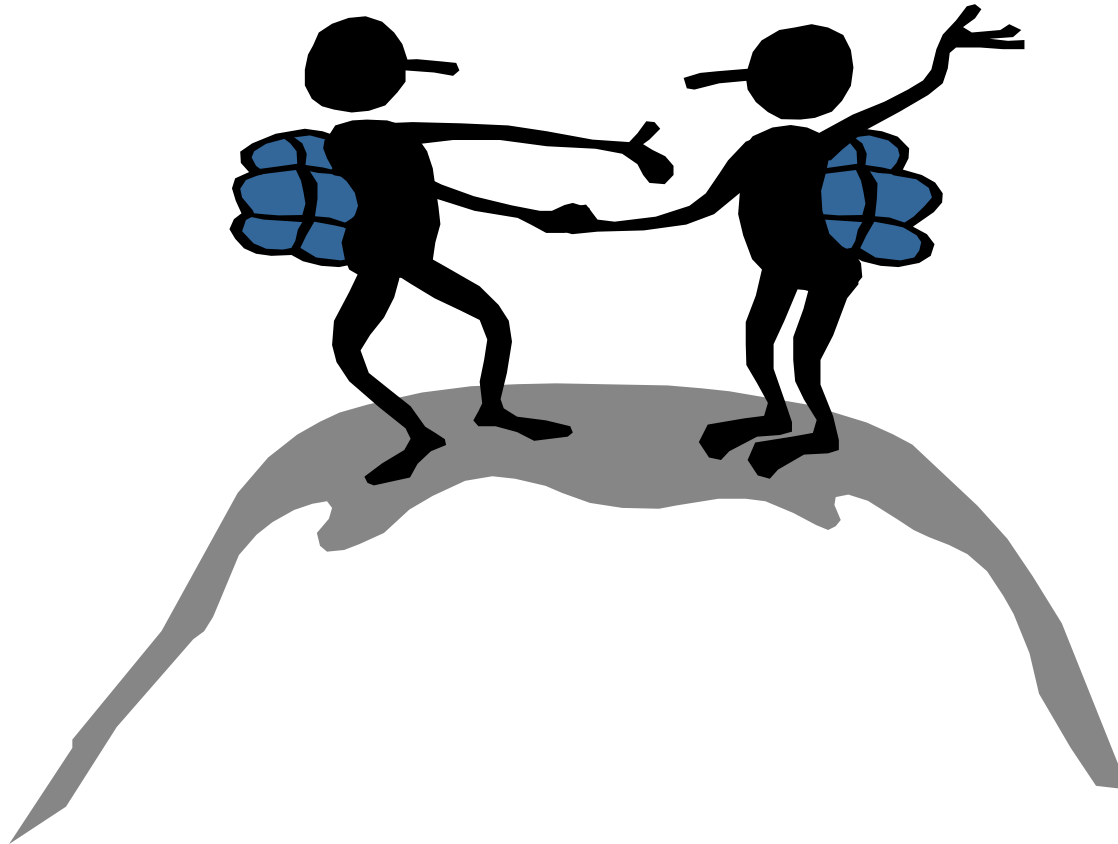
Assessing the Need for Team-Building

Team-Building Checklist⁶

Problem Identification: To what extent is there evidence of the following problems in your team?

Problem	Low Evidence		Some Evidence		High Evidence
1) Grievances or complaints within team	1	2	3	4	5
2) Conflict or hostility among team members	1	2	3	4	5
3) Lack of clear team goals or low commitment to goals	1	2	3	4	5
4) Confusion about assignments	1	2	3	4	5
5) Apathy or lack of interest or involvement of team members	1	2	3	4	5
6) Lack of initiative, risk taking, or innovation	1	2	3	4	5
7) Ineffective meetings	1	2	3	4	5
8) Lack of trust b/w leader and members, or among members	1	2	3	4	5
9) Poor communication: unequal participation, not listening	1	2	3	4	5
10) People not understanding or agreeing with decisions	1	2	3	4	5
11) Minimal feedback b/w leader & members; among members	1	2	3	4	5
12) Inattention to results---quality outcomes for participants	1	2	3	4	5

Thanks for Participating!



References

- 1) Cook, J.A. & O'Day, B. (2006). *Supported employment: A best practice for people with psychiatric disabilities*. Policy Brief. Cornell University, Rehabilitation Research and Training Center on Employment Policy for Persons with Disabilities, p. 2.
- 2) Ragins, M. *Knowing a recovery culture when you see one: A guide for recovery-oriented leaders*. Retrieved from http://www.village-isa.org/Ragin's%20Papers/knowing_a_recovery_culture_when.htm.
- 3) Senge, P (1999). Generating profound change. In Senge, P & et al (eds.), *The dance of change (pp. 39-64)*. New York, NY: Doubleday.
- 4) Donoghue, C. (2010). Nursing Home staff turnover and retention: An analysis of national level data. *Journal of Applied Gerontology*, 29, 9-106.
- 5) Yukl, Gary. (2010). *Leadership in organizations (7th Ed.)*. Upper Saddle River, NJ: Prentice Hall.
- 6) Dyer, W.G., Dyer Jr., W G. & Dyer, J.H. (2007). *Team building (4th Ed.)*. San Francisco, CA: Jossey-Bass.