

Multi-D Teams: Working together effectively

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Workshop purpose



- ◆ Making interdisciplinary teams work effectively is challenging.
- ◆ This workshop will highlight the principles most important to making teams work.
- ◆ Participants will be engaged to consider approaches for overcoming barriers to effective team process and decision-making

Team Effectiveness

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What makes teams work?

- ◆ Team structure & process
- ◆ Team members
- ◆ Facilitator
- ◆ Meetings



Effective Teams:

- ◆ Have a written purpose, goals, policies, procedures, and guidelines
- ◆ Strive for consensus but acknowledge dissent
- ◆ Are non-threatening and supportive of it's members
- ◆ Avoid hierarchical structures
- ◆ Develop measurable & attainable objectives
- ◆ Approve the attendance of guests and visitors

Effective Team Members:

- ◆ Have decision-making power
- ◆ Consider themselves peers
- ◆ Consider all case information confidential
- ◆ Attend meetings regularly
- ◆ Have the characteristics of competence, compassion, commitment, assertiveness, openness, warmth, and a sense of humor

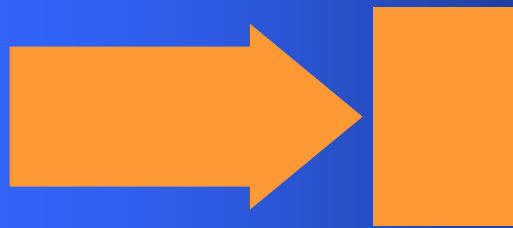
Effective Team Facilitators

- ◆ Prepare a written agenda with time limits in collaboration with team members
- ◆ Arrange for the orientation of new members
- ◆ Encourage members to prepare summaries and visual aids
- ◆ Distribute materials in advance of a meeting
- ◆ Distribute team recommendations to all members

Effective Team Meetings:

- ◆ Held regularly (weekly or bi-weekly)
- ◆ Convenient meeting place, free from interruptions
- ◆ Maximum of 2 hours in duration
- ◆ Start & end on time
- ◆ Defer case presentation when critical information is not available

BARRIERS



- ◆ Need for a shared vision and understanding of the team process
- ◆ Issues of Trust
- ◆ Issues of Honesty

Importance of shared vision

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BARRIER:

LACK OF A SHARED VISION AND/OR UNDERSTANDING OF THE TEAM PROCESS

A group of individual with a shared interest is not enough to guarantee an effective team process. The individuals must have a shared vision that drives their work. Individuals should share an understanding of the team process that directs their efforts in order to achieve the desired outcome.

The vision and/or understanding of the team process impact group dynamics relative to:

- ◆ COMMUNICATION
- ◆ COLLABORATION
- ◆ METHODOLOGY
- ◆ TIME
- ◆ OUTCOMES

Communication and Collaboration:

Communication and collaboration among team members take place over and above their core activities. They communicate by reviewing documentation and listening to case presentations. Teams collaborate sharing their expertise relative to what has been heard, reviewed and perceive as a problem

METHODOLOGY

Is the methodology understood and purposeful? The overall team functioning, knowledge sharing, and accountability are a function of the team's methodology or ground rules.

TIME

A problem for all individuals is time to achieve their job-related task. Being part of a team is an extra task requiring more of our time. When time is addressed early on in the team process, the individuals see the potential for a start and a finish.

OUTCOME

Individuals participating on a team are not necessarily aligned along a common purpose to achieve a specific goal, task or outcome. They bring to the team process hidden agendas shaped by their organization's policies, procedures and politics.

HONESTY and TRUST

Key Elements

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Trust: A Key Element

North American Society is characterized by pervasive fear and lack of trust.

Survey asked if you believe people can be trusted

In 1964 – 76% responded YES

In 1995 – 35% responded YES

Lack of trust prohibits a willingness to engage others

Compton and Galloway, 1999

Trust: A Key Element

- ◆ How is trust initiated?
- ◆ What promotes the growth of trust?

Child Protection Team Special Circumstances

- ◆ Drawn together by a common purpose to provide effective services
- ◆ Mutual understanding of the goals to be achieved
- ◆ Commitment to promoting safety and well-being of children

Child Protection Team Special Circumstances

- ◆ Historical referents
 - ◆ Good and Bad
- ◆ External influences
 - ◆ Litigation that directs efforts and creates guarded attitudes
 - ◆ Conflicted relationships around disagreements regarding providing services
 - ◆ Legal demands

Child Protection Team Special Circumstances

- ◆ Societal issues
 - ◆ Race differences
 - ◆ Cultural differences
 - ◆ Professional roles and identities
- ◆ Current issues
 - ◆ Group dynamics
 - ◆ Forced membership

Myth or Reality?

- ◆ Members of MDT's are equals
- ◆ MDT's have a level playing field
- ◆ There is no hierarchy in an MDT
- ◆ Respect for members of an MDT is possible

Absence of Honesty

- ◆ Dynamics of Abuse include:
 - ◆ Power imbalance
 - ◆ Dishonesty
 - ◆ Secrecy
 - ◆ Betrayal
- ◆ Parallel Process can occur in an MDT
 - ◆ Without honesty, dynamics of abuse can be re-enacted within the MDT

Barriers to Honesty for MDT's

- ◆ Fear that it can be hurtful
 - ◆ Previous experiences of being hurt
- ◆ Pretending that there is no hierarchy
- ◆ Pretending that everyone is equal
- ◆ It is easier to not be honest

Trust is the result of communication

- ◆ Empathetic Responding
- ◆ Authenticity
- ◆ Develops with time

Empathic Communication

- ◆ Perceive accurately and sensitively another's experiences
- ◆ Bracketing off your own reactions
- ◆ Communicate that perception validating what the other has said
- ◆ Not only that which is evident, but also the underlying importance to the other person

Authenticity

- ◆ The sharing of self by relating in a natural, spontaneous, open, and genuine manner

NOT

- ◆ Relating abrasively
- ◆ Done to meet your own needs by sharing about yourself

Requirements

- ◆ Leadership committed to its development
- ◆ Mutual modeling
- ◆ Establish group rules
- ◆ Membership committed to nurturing its development

Development

- ◆ Although task driven the group must attend to its own process
- ◆ Spend time attending to the needs of the group

Action Plan

- ◆ Agree to promote use of trust developing communication
- ◆ Make the development of trust part of the MDTs formal activities

Action Plan

- ◆ Schedule time for self care
 - ◆ Schedule lectures of interest
 - ◆ Attend to the impact of vicarious trauma
 - ◆ Create time to celebrate
 - ◆ Schedule an annual retreat for planning
 - ◆ Attend to the goals developed in the planning
 - ◆ Take time to understand the world of fellow members and the challenges they face

What are the Solutions?

- ◆ MDT members need to **respect** the unique contributions of each member
- ◆ Clarifying roles allows for **respect** without an unrealistic expectation of equality in function
 - ◆ Clarity in roles frees each member to fulfill their unique function

Solutions cont'd:

- ◆ Naming the hierarchy clears the air and fosters a healthy team environment
- ◆ Differences of opinion can be addressed in a healthy manner when the culture of the team is respectful and embraces honesty

Take Home Points & Discussion



- ◆ Plan teams using basic principles for effective teams
- ◆ Identify barriers and communicate openly to solve these barriers EARLY in the functioning of the team
- ◆ Be flexible to evaluate effectiveness and modify procedures and approaches

Obtain copy of slides:

- ◆ www.family.umaryland.edu
- ◆ Click on Education and scan for presentation

