




# Group Process & Team Development

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# Intended results:

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1. Build skills to serve as formal and informal facilitators as determined by analysis of context and strategy.
  2. Apply strategies to support a balance of divergent and convergent thinking among team members
  3. Describe techniques for creating a welcoming space in teams and meeting that encourages participation of all and minimizes power differentials.
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**Global Implementation Specialist Practice Profile**  
Skills and Competencies for Implementation Practitioners

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# Facilitation

Enable a process of participatory problem solving and support that occurs in a context of a recognized need for improvement and supportive interpersonal relationships



# Participant Engagement



Full participation

Mutual understanding



Inclusive solutions

Shared responsibility





# Your experiences



Think about your experience supporting groups as a facilitator:

- What challenges exist to supporting full participation?
- What does it take to ensure participants can understand other perspectives?
- How have you built inclusive solutions with shared responsibility?





# Group Process



# Group Process: Elements of control




- The invitation
- How space is arranged and what materials are used
- How participation is distributed among participants
- How groups are configured
- The sequence of steps and the time allocated to each step

*Lipmanowicz & McCandless, The Surprising Power of Liberating Structures*





# Group Norms

- Definitions
    - "shared expectations and beliefs about appropriate ways to act in a social situation"
    - “ground rules that define what is appropriate and inappropriate behavior in a group”.
  - Norms develop gradually, process may be “invisible” to members and leader.
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# Functions of norms



- Express group's values giving members a sense of who they are as a group.

- Establish common ground thereby making groups more orderly and predictable and coordinating the group's activities.






- Define appropriate behavior --helping members to avoid embarrassing or difficult situations

- Creates a distinct identity for the group—differentiates them from others





# Positive norms

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- Honesty and spontaneity of expression
  - Active involvement by all members
  - Non-judgmental acceptance of member input
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- Value for inclusive solutions that integrate members' different perspectives
  - Shared responsibility for outcomes
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# Leader is always attending to both process and content



- Leader monitors:

- Boundaries regarding time, space, membership
- Levels of involvement: Who is active? Who is silent?
- Types of involvement: Supportive? Challenging? (important to monitor tone as well as words themselves)
- Roles of involvement: Socio-emotional leader, task leader, monopolizer, helper, challenger
- Communication patterns: Who speaks to whom? How do decisions get made? Who is influential?
- Tone of group and anxiety level
- Productivity- Is group engaging or avoiding its tasks?
- Group development stages





# Helpful leader interventions



- Empathizing and validating, convey understanding
- Seeking concreteness
- Focusing- keeping group on track
- Clarifying and questioning






- Scanning for non verbal cues
- Identifying themes and summarizing– both what individual members say as well as summarizing group themes and processes





# Helpful leader interventions

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- Linking- make connections between similarities in feelings or experiences that exist among members
  - Reaching for difference- support member's differences while maintaining unity
  - Encouraging participation and supporting
  - Amplifying and Softening- can be very helpful in equalizing status among members
  - Cutting off discussion when necessary, interrupting attacking comments and discouraging excessive member disclosures
  - Shifting focus- from one person to another or one topic to another, or from discussion to activity



# Facilitating Implementation Teams

# What is an Implementation Team?

A group of stakeholders that oversees, attends to, and is accountable for, key functions in the selection and implementation of an intervention by ensuring:

- ✓ Families and community members are engaged
- ✓ The practice is defined and operationalized
- ✓ Implementation supports are in place
- ✓ Implementation is measured and monitored
- ✓ Outcomes are achieved and sustained



## What it is NOT

- An advisory body
- A group that provides only periodic input or meets during crisis
- Technical work group
- Learning collaborative

# Why Do Implementation Teams Matter?

## Interdisciplinary Collaborative Team (ICT)

- Diverse group with practice, coaching, and policy expertise
- Trained and coached to have expertise in the EBP, while also having an understanding of the agency and system
- Reduced caseload and additional funds to support team
- Designed to provide ongoing support, quality control and sustainability of model

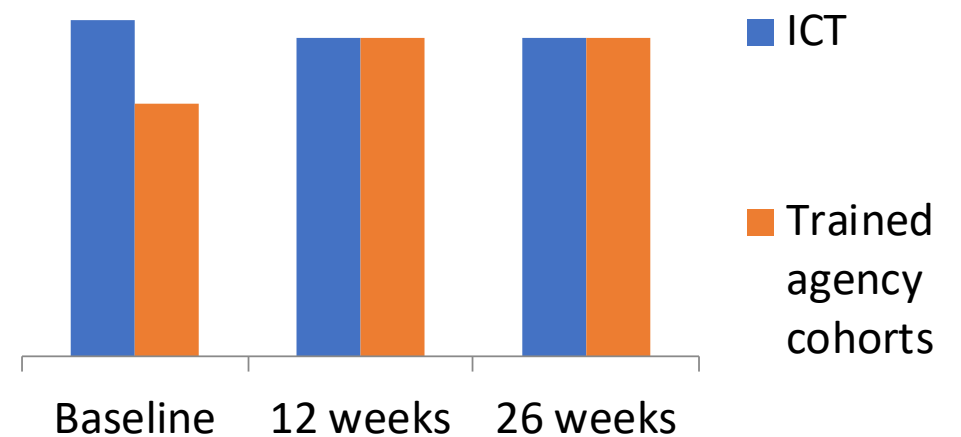
*(Hurlburt et al. 2014)*

High Fidelity

## Study of ICT Fidelity vs. Training Cohorts

Average Fidelity

Low Fidelity



*(Chaffin et al. 2015)*



# Team Membership: Composition

## Size

- 3-12 Individuals

## Composition

- Administrative & fiscal leadership
- Supervision
- Practice
- Family
- Community
- Policy

## Connections:

- Direct participation of or access to leaders with decision-making authority





# What if I already have a Team?

Consider if your team:

- ◆ • Consists of members with diverse roles and perspectives?
- ◆ • Has a clear connection to leadership to guide and promote the team's work?
- ◆ • Has clearly articulated a way of work/charter/norms?



# Team Agreements

Develop a written team charter or terms of reference that outlines:

- Goals and objectives of the team
- Roles and responsibilities for key functions
- Scope and timeframes
- Decision-making authority and protocols
- Values and ways of work
- Outcomes and deliverables

## Terms of Reference:

- ✓ Are proactive
- ✓ Clarify roles
- ✓ Protect all voices
- ✓ Maintain focus

# Team Functions



Expertise in the effective practice being implemented



Develop infrastructure and capacity



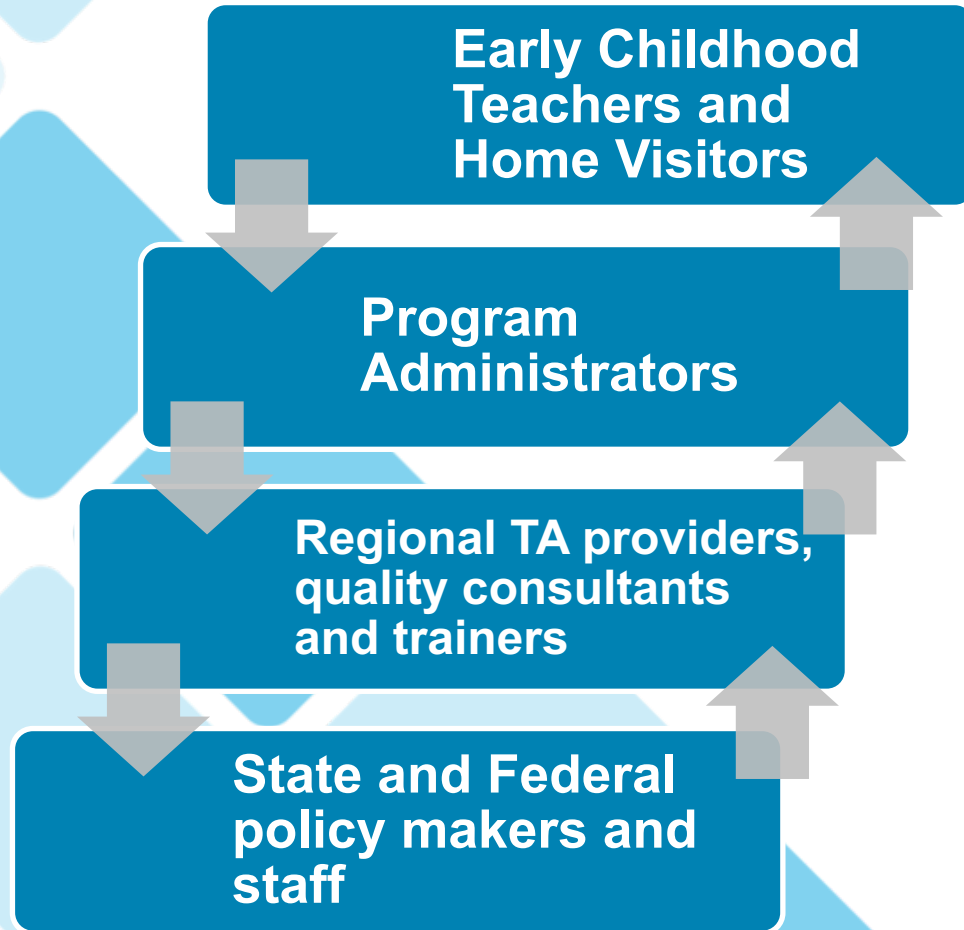
Use of data for improvement



Support systems change

# Linked Communication

- Connect with other groups and teams vertically and horizontally
- Bi-directional communication between all levels of the system





Lost at Sea



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Q & A



# Supplemental Materials



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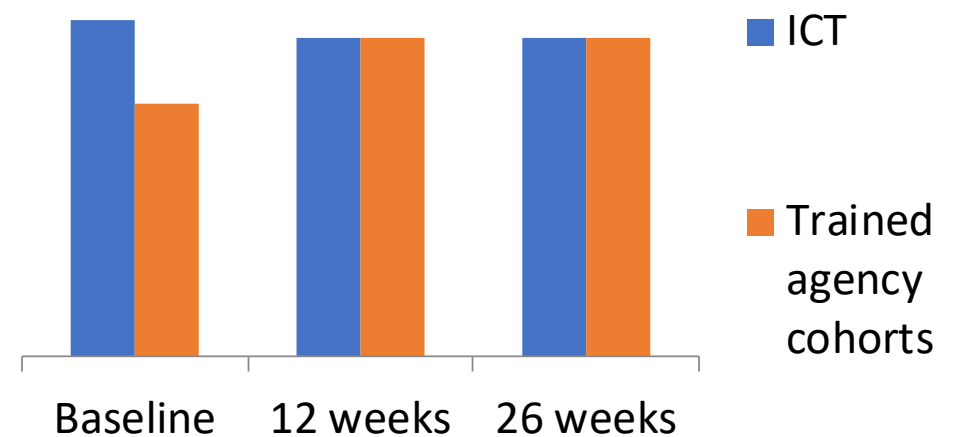
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