

# Team Development: Creating a Strong adherent and competent team.

Kellie Armey LISW-S  
FFT LLC  
California Symposium  
April, 2016



Coming together is a  
beginning. Keeping  
together is progress.  
Working together is  
success.

**- Henry Ford**

# Stages of Group Development

- ▶ Bruce Tuckman has 5 stages of group development
- ▶ Phases are not sequential
- ▶ Noted that there are two features common to small groups: the interpersonal or group structure and the task activity
- ▶ Groups cycle through these phases at different speeds

# Stage 1: Forming

- ▶ Safety and Acceptance are key at this stage in group formation
- ▶ Group members have a desire for acceptance into the group and need to know the group is safe
- ▶ Rely on safe, patterned behavior and look to leader for guidance and direction
- ▶ Also gathering information on who they can trust for future sub-grouping
- ▶ Rules of behavior are keep things simple and avoid controversy

# How do you as a supervisor lead the forming stage

- ▶ Be clear about the vision of the team – purpose, tasks, expectations
- ▶ Use active listening to assure team members feel heard
- ▶ Explore individual strengths, challenges, fears
- ▶ Match to team members – relational functions, interests, skill level
- ▶ Facilitate Ice Breaker type activities at beginning of group meetings

# Possible Ice Breaker Type Activities

- ▶ Have everyone bring something to the group that is important to them and have them tell why it is important
- ▶ Two Truths and a lie – team member writes down two truths about themselves and one lie – team members then quiz the person. The person tries to convince them that all three are true – after 5–10 minutes team makes decision on which they think is the lie
- ▶ Have everyone bring their favorite “snack” food to share with group and then generate discussion around why this is a favorite

# Stage 2: Storming

- ▶ Characterized by competition and conflict
- ▶ Increased desire for structural clarification and commitment – in FFT we often see this as therapist looking for “rules” of FFT
- ▶ Questions are around rules, rewards, how evaluated
- ▶ Some members may “shut down” while others dominate
- ▶ Very important to use Active listening to help move from testing and proving to problem solving mentality

# Strategies for managing the Storming Stage

- ▶ 1. Establish an Expectation of Participation
- ▶ 2. Give yourself a reality check –
  - In what specific ways are team members not meeting expectations, do I have an effective approach, am I thinking in terms of cooperation, understanding and problem solving, do I need assistance
- 3. Have one-on-one conversations

Be Specific in what behaviors concern you, be able to describe the impact of the behaviors on team members, the team and you as a supervisor, have team member give response and generate discussions towards solution



# Types of Questions

- ▶ Closed questions – more simple to answer and may begin to facilitate participation – Did you talk to both mom and youth on the phone?
- ▶ Open questions – allow for longer responses – can generate more information

# Types of Open Questions

- ▶ Leading or Loaded questions – Points in a certain direction – How did you use reframes with this family?
- ▶ Recall and Process questions – recall questions ask person to recall information from memory – “What did you say when mom said that?” Process questions require more thought and analysis –How do you think mom felt when you said..
- ▶ Rhetorical questions – don’t require an answer, but generates people thinking and keeps them engaged
- ▶ Funnelling – asking very broad question and then keep asking getting more specific with each question

# Types of Responses

- ▶ Direct response –
- ▶ Out of Context – response seems completely off target
- ▶ Partially Answering – gives a part of the response, but seems selective
- ▶ Avoiding Answering – answering a question with a question
- ▶ Stalling – may be used when people are unsure and need more time to process the question
- ▶ Distortion
- ▶ Refusal

# More tips on dealing with conflict

- ▶ Don't let things go until they are too big
- ▶ Be specific with examples
- ▶ Use active listening to listen to other's points of views
- ▶ Keep your vision for the team in mind
- ▶ Think facts vs reactions

# Stage 3: Norming Stage

- ▶ Group members engage in active acknowledgement of all group members contributions and engage in problem solving together
- ▶ There is a sense of belonging and identity to the group
- ▶ Group members share feelings and ideas, solicit and give feedback to one another, and explore actions related to their task
- ▶ Creativity is high
- ▶ Drawback is that due to the heightened sense of belonging they may fear and reject change of any kind

# Tips for dealing with the Norming Stage

- ▶ Your job at this stage is to support the group (generalization)
- ▶ Have different group members present on various topics
- ▶ Generate group participation – “I remember you had a case similar to this one, tell us what you learned from it”
- ▶ Move from focus on adherence to the model to competency in the model
- ▶ Still stay on top of dissemination adherence issues

# Stage 4: Performing

- ▶ Not all groups reach this level
- ▶ True interdependence
- ▶ Group members can work independently, within the group and within sub-groups with ease
- ▶ Members are highly task oriented and highly people oriented
- ▶ Support for experimentation and creativity
- ▶ Drawback is this type of group may intimidate new members who are not at the same level

# Tips for Performing Stage

- ▶ Delegate, delegate, delegate
- ▶ Have experienced team members “mentor” newer team members
- ▶ Ongoing recognition of setting goals and recognizing performance



# Stage 5: Adjourning

- ▶ This stage is the termination of the group or individuals from the group
- ▶ A planned conclusion should include recognition of achievement and the chance for group members to say goodbye

# Tips for Adjourning Phase

- ▶ Recognize achievements and growth
- ▶ Allow team members a chance to say goodbye
- ▶ Team meal together, small parting gift

# Preventing Staff Turnover

- ▶ Good turnover vs Bad turnover
- ▶ Develop a strong team
- ▶ Recognize Success
- ▶ Advocate for agency policies and procedures that promote stability