Team Development: Creating a Strong adherent and competent team.

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

- Henry Ford
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

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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

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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