



The Team: Part 1

The Importance of Team Building

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Disclosure



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What happens when we don't work together?



Communicating



"When I hear myself speak, I learn what I believe."



"When I truly listen to someone, I can't think about what I'm going to say until they're done."

Each
member of
the
treatment
court team
needs to...



Hear



Be Heard



Have
Influence



Stages of Team Development



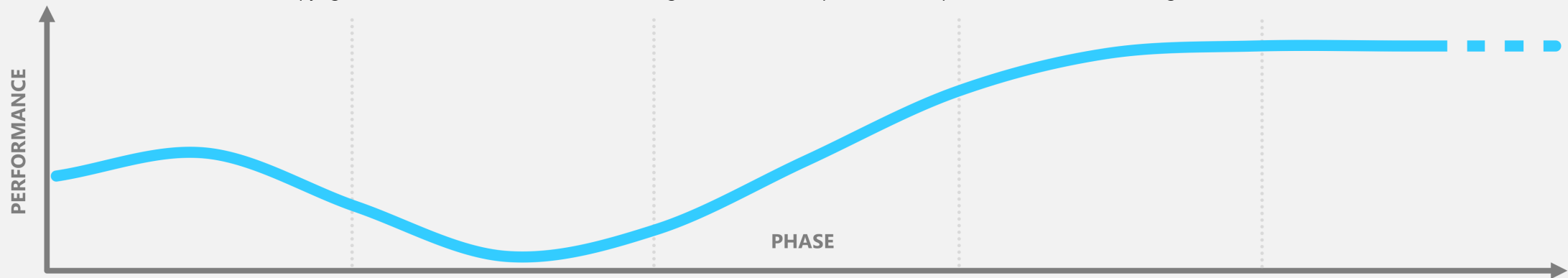
- Forming
- Storming
- Norming
- Performing

Phases of Team Development

Forming, Storming, Norming, Performing, and Adjourning — based on group development model by Bruce Tuckman

All phases are necessary and inevitable for a team to grow, tackle problems, find solutions, plan work, and deliver results.

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| | FORMING | STORMING | NORMING | PERFORMING | ADJOURNING |
|-----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| CHARACTERISTICS | <ul style="list-style-type: none">• Displaying eagerness• Socializing• Generally polite tone• Sticking to safe topics• Unclear about how one fits in• Some anxiety & questioning | <ul style="list-style-type: none">• Some resistance• Lack of participation• Conflict based on differences of feelings & opinions• Competition• High emotions• Starting to move towards group norms | <ul style="list-style-type: none">• Purpose & goals are well-understood• More confident• Improved commitment• Members are engaged and supportive• Relief, lowered anxiety• Developing cohesion | <ul style="list-style-type: none">• High motivation, trust & empathy• Individuals defer to team needs• Effectively producing deliverables• Consistent performance• Demonstrations of interdependence & self-management | <ul style="list-style-type: none">• (Also referred to as the Transitioning or Mourning phase)• Shift to process orientation• Sadness• Recognition of team & individual efforts• Disbanding |
| STRATEGIES | <ul style="list-style-type: none">• Taking the 'lead'• Being highly visible• Facilitating introductions• Providing the 'big picture'• Establishing clear expectations• Communicating success criteria• Ensuring response times are quick | <ul style="list-style-type: none">• Requesting & encouraging feedback• Identifying issues & facilitating their resolution• Normalizing matters• Building trust by honoring commitments | <ul style="list-style-type: none">• Recognizing individual & team efforts• Providing learning opportunities & feedback• Monitoring the 'energy' of the team | <ul style="list-style-type: none">• 'Guiding from the side' (minimal intervention)• Celebrating successes• Encouraging collective decision-making & problem-solving | <ul style="list-style-type: none">• Recognizing change• Providing an opportunity for summative team evaluations ('lessons learned')• Providing an opportunity for individual acknowledgments• Celebrating the team's accomplishments (an 'after-party') |



Six Factors for Team Effectiveness

1. Reinforce a shared purpose
2. Role clarity
3. Promote enabling processes
4. Psychological safety
5. Encourage collaborative spirit
6. Foster growth

Secret Ingredient



Trust

**Is a key ingredient for a
high-performing treatment
court**

How do we build trust?

Five Elements of Trust

Transparent

Respect

Unite

Show

Trust-building activities



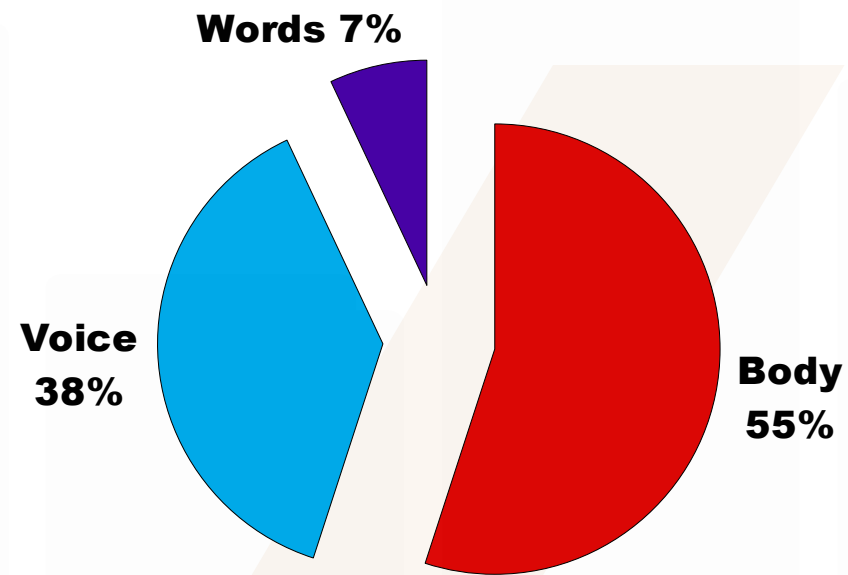
Create Open Communication Channels

- Barriers to learning is usually a result of miscommunication
- Training should be a two-way conversation, not a lecture
- Provide opportunities for the learner to ask questions?



Albert Mehrabian

The effectiveness of spoken communications...



Non-Verbal Communication

- Non-verbal
 - Body Language
 - open vs closed
 - Facial Expressions
 - Eye Contact
 - Proxemics & Touch





Verbal Communication

Tell me about...

Tell me more about...

What I hear you saying is...

- Tone of Voice
- **O**pen-ended questions
- **A**ffirming
- **R**eflection/Paraphrasing
 - Demonstrate Active Listening
 - For understanding
 - To find common ground
- **S**ummarizing

Active Listening

Techniques

- Put away your phone and don't answer it
- Use non-verbal cues like nodding, eye contact, leaning forward
- Use verbal affirmations like I see, I know, Sure, tell me more...
- Allow silence; don't rush to fill it
- Paraphrase to show understanding



Building Credibility

Your credibility is based on the audience's belief that they can learn something from you.

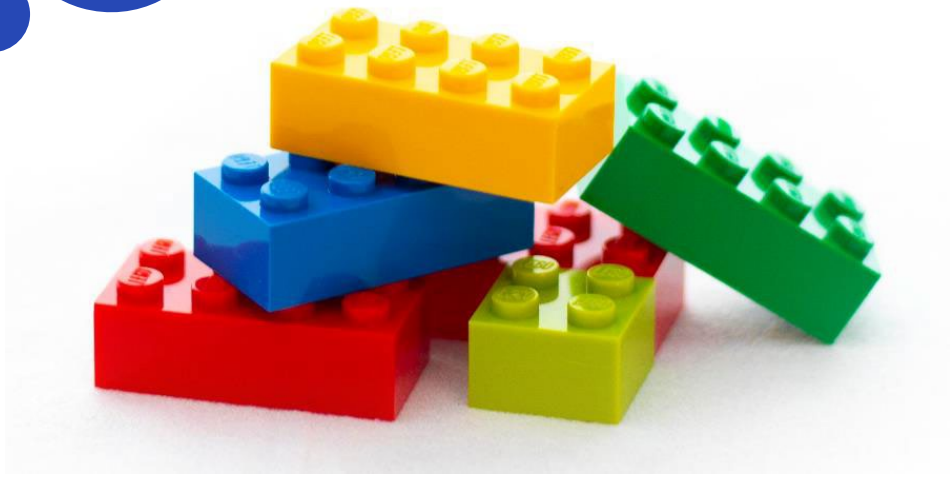
- Trust
- Competence
- Dynamism
- Authenticity



Provide Structure to the Discussion



FOCUS ON
BUILDING



Decide on a process for the discussion

- Where will the discussion take place
- Agenda
- What are the key points to address
- What is the goal of the discussion

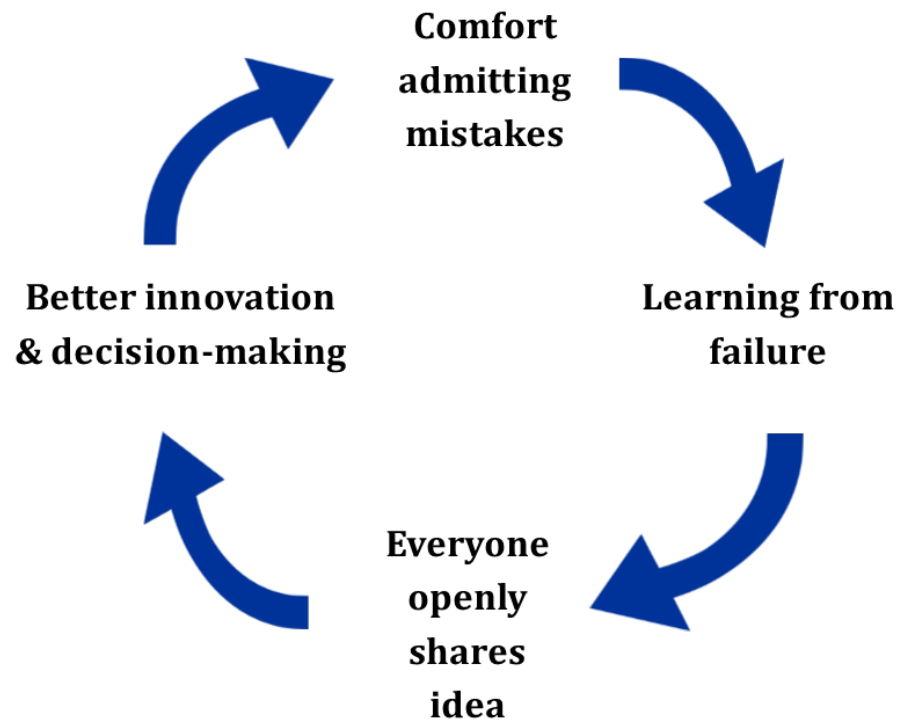
The “20-50-30 Rule”



- *20% of people* - are change friendly; clear advocates; willing to embrace change and drive the program
- *50% of people* - sit on the fence; neutral; figuring out which way to go
- *30% of people* - resist; antagonistic toward change; might try to make it fail

THE NETWORK FOR IMPROVEMENT OF ADDICTION TREATMENT ORGANIZATIONAL IMPROVEMENT MODEL

PSYCHOLOGICAL SAFETY



Psychological safety is a shared belief that the team is safe for interpersonal risk taking . . . being able to show and employ one's self without fear of negative consequences of self-image, status, or career.

Why Does Conflict Occur?



- Lack of communication
- A value conflict
- Lack of effective leadership or decision-making
- Discrepancies in role expectations
- Low productivity
- Unresolved prior conflict

Results of Conflict Resolution

Successful

- Better ideas are produced
- Forced to search for new approaches
- Old problems surface and addressed
- Forced to clarify their views
- Tension stimulates interest and creativity
- People have a chance to test their capabilities

Unsuccessful

- People feel defeated and humiliated
- The distance between the parties increases instead of decreasing
- A climate of distrust develops
- Cooperation may decrease
- Resistance develops when teamwork is needed

Dealing with Conflict

Avoidance

- Not satisfying - leave uncertainty about dealing with the same situation in the future.

Diffusion

- Delaying actions in an attempt to cool the situation.

Confrontation

- Addressing conflicting issues or persons.



Dealing with Conflict



Arbitration

- Both sides in stalemate, third party decides the issue.

Voting

- Majority rules

Compromise

- Negotiation and bargaining to reach a satisfactory agreement

Consensus

- Brings all parties in the conflict to a mutually satisfying resolution





Ask the Expert

<https://allrise.org/trainings/ask-the-expert/>



Office Hours

Scheduled times with experts on various key topics

Submit a Question

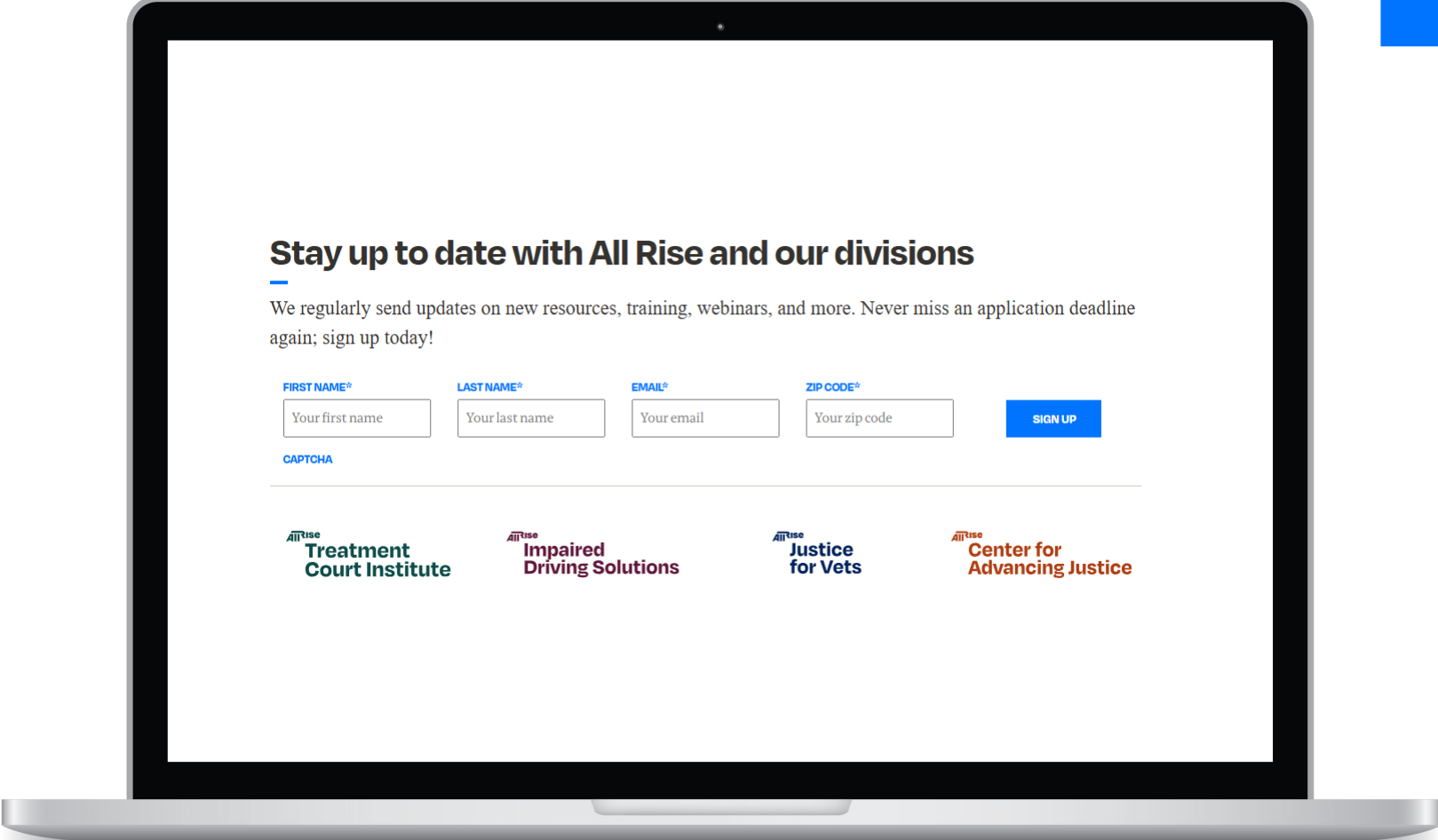
Submit a question to the All Rise team

Schedule a Consultation

Schedule a consultation with the All Rise team

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Your first name Your last name Your email Your zip code


SIGN UP

CAPTCHA

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 **Impaired
Driving Solutions**

 **Justice
for Vets**

 **Center for
Advancing Justice**

Evaluations



1. On your compatible phone or tablet, open the built-in camera app.
2. Point the camera at the QR code.
3. Tap the banner that appears on your phone or tablet.
4. Follow the instructions on the screen to complete the evaluation.
5. After completion, you will be provided with a certificate that can be saved and printed.



Thank
You

Shane Wolf

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