Child welfare agencies continually strive to achieve better outcomes by developing, implementing, and evaluating practices and programs. Having effective teams in place is critical to successfully creating and sustaining change in child welfare systems. Teaming promotes the leadership, expertise, and engagement needed to support change within an agency and ensures effective implementation of the selected intervention. This workbook and video series are part of a collection of resources designed to help child welfare agency leaders, managers, and stakeholders build teams to guide the change and implementation process. Use this workbook to further your understanding of concepts and prepare to move learning into action with your team.

Cultivating Skills – Teaming

Getting Started and Understanding the Teaming Brief

This workbook is designed to support knowledge and skill development as you listen, reflect, and discuss what you have learned throughout the process. Use this workbook to spark ideas and collect your thoughts as you move through the following activities:

1. Reading the "Change and Implementation in Practice: Teaming" brief
2. Watching the video series on the essential functions of teaming
3. Viewing the recorded teaming webinar ("Designing and Sustaining Teams to Support Change Efforts") and discussing it with your team

What's in the Teaming Brief?

The brief offers an overview of how teams are formed and how they function, including:

1. Why teaming is important and key terms
2. How to identify team members and a teaming structure for change and implementation work
3. How to develop a team charter
4. How to develop a team communication plan for internal team members and external stakeholders
5. How to work together to guide the change and implementation process
6. How to debrief, evaluate, and identify the next steps for teams

How Can It Help You in Your Work?

The "Change and Implementation in Practice: Teaming" brief offers user-friendly guidance on implementation concepts and their use to support child welfare system and practice improvements. The brief may be used as a foundational tool to engage in teaming.

Linking the concepts in the series to your everyday work and experiences is an important element of understanding how to use this knowledge and these skills in practice. **Please review the following questions and consider your responses before viewing the videos.**

Think about a time when you needed to complete a task or tackle a problem and knew you could not do it alone. When did you determine that you needed help? What did you do?	
How did you decide on who to ask for help? How did you know you had all the help you would need to tackle the problem or task?	
If you could not find the help you needed, what did you do about it?	
Can you think of a time when you have been part of a team that needed to change to complete the task? What worked or did not work?	
In your experience, what resources, infrastructure, knowledge and skills, culture and climate, or engagement and partnerships have contributed to effective teams that you have either observed or been a part of?	

Video Series

As you work through each video in the series, use the questions and activities in each section to reflect on what you have learned.

Function 1: Identify Team Purpose

During "Function 1: Identify Team Purpose," record your thoughts here:

How does the work of teams evolve throughout the change and implementation process? What impacts, both positive and negative, do you think this has on team effectiveness?	
What strategies have you used or seen in your past work to keep teams engaged, efficient, and on task to achieve their purpose?	

Think about a time when you knew what your role on a team was and the expectations of that role. Did that make it easier to fulfill those expectations? What about a time when you did not? How was that experience different for you?	
What are your individual strengths or limitations in building teams for change and implementation? Where would you look for support in building your knowledge and skills in this area?	

After you view "Function 1: Identify Team Purpose," please answer the following additional questions before moving on:

Consider the example used in "Function 1: Identify Team Purpose." What might change for the team purpose once the team moves from theory of change and intervention selection into implementation?	
What experience do you have with creating a team's mission, goals, and objectives? How does the team mission inform the team charter that will come later, in function 3?	
What strengths or weaknesses do you have with creating a team's mission, goals, and objectives?	
What questions, if any, do you have about how to identify team purpose?	

Function 2: Identify Team Members and Teaming Structure

After you view "Function 2: Identify Team Members and Teaming Structure," please answer the following reflection questions before moving on:

Consider the example used in "Function 2: Identify Team Members and Teaming Structure." Do the team members identified seem to represent the organization and its stakeholders across all levels and positions? Why or why not?	
What other potential teams might the agency need as it continues to develop the team members and teaming structure?	
What steps from "Function 2: Identify Team Members and Teaming Structure" can you see yourself using to help jurisdictions develop effective teams at different stages of the change and implementation process?	
What questions, if any, do you have about identifying team members and a teaming structure?	

Function 3: Develop the Team Charter

After you view "Function 3: Develop the Team Charter," please answer the following reflection questions before moving on:

Consider the example in "Function 3: Develop the Team Charter." The steering team identified additional subteams needed to clarify the scope and purpose of the overall teaming structure. What next steps might each subteam take to ensure they align with the change initiative's overall goals?	
What other strategies, if any, can you think of or have you seen that support team member attendance and participation?	

Think of a time when you have been on a team with conflict between members. What strategies for managing conflict do you think have been effective? How about ineffective?	
What questions, if any, do you have about developing the team charter?	

Function 4: Develop a Team Communication Plan and External Communication Strategy

After you view "Function 4: Develop a Communication Plan and External Communication Strategy," please answer the following reflection questions before moving on:

Consider the example in "Function 4: Develop a Communication Plan and External Communication Strategy." How did the communication plan help the agency determine that the teams needed some shifting? Can you think of a time in your own work when communication helped or changed a team's work? What impact did that have on your team?	
How does communication between implementation teams differ from an external communication strategy? Should the information shared be different? Why or why not?	
What team communication strategies have you seen that have been most effective? How might you use this knowledge to support agencies in developing a communication plan for internal stakeholders? How about external community partners?	
What questions, if any, do you have about developing a team communication plan and external communication strategy?	

Function 5: Work Together to Guide the Implementation Process

After you view "Function 5: Work Together to Guide the Implementation Process," please answer the following reflection questions before moving on:

Consider the example in "Function 5: Work Together to Guide the Implementation Process." How do the adjustments along the way help the agency and the teams guide the change and implementation process?	
Think of a time when you have been on a team or in a teaming structure with a very complex objective. How did team members work together to determine what tasks needed to be done and who would do them?	
How did you determine that your team's work aligned with the project's overall work?	
How did the team collect and use data to monitor progress and continue to improve?	
What questions, if any, do you have about working together to guide the implementation process?	

Function 6: Debrief, Evaluate, and Identify Next Steps

After you view "Function 6: Debrief, Evaluate, and Identify Next Steps," please answer the following reflection questions before moving on:

Consider the example in "Function 6: Debrief, Evaluate, and Identify Next Steps." How do you think reassessing the team and restructuring will help achieve the agency's long-term objectives?	
Think about a time when you have been on a team where the purpose and direction shifted. How did the team lead support the team in changing	

direction? What worked or did not work about this experience?	
Consider how you might facilitate a team that needs to evaluate its purpose and team members as the work shifts. What strategies might you use to introduce this idea to team leads and team members?	
What questions, if any, do you have about debriefing, evaluating, and identifying next steps?	