Change and Implementation in Practice

Webinar Discussion and Activity Guide

Capacity Building
CENTER FOR STATES

Teaming

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. This guide and recorded webinar 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. Gather your staff to watch the "Designing and Sustaining Teams to Support Change Efforts" webinar to learn about using a structured approach to develop and sustain teams and teaming structures, identify and overcome barriers, and develop concrete plans for working together, communicating, engaging stakeholders, and evaluating team efforts. Then, use this guide to facilitate discussions and lead your team to move learning into action.

Get Ready

Before your team views the webinar, share the "Change and Implementation in Practice: Teaming" brief with team members to build a common understanding of the key concepts and terms related to teaming. Individuals can use the short teaming videos and workbook to reflect on the development process and prepare for team discussions. Ask group members to compare their experiences working on teams to plan or implement something new with the structured approach described in the brief. As a group, identify the benefits and challenges of using a structured approach to build and manage teams. Consider the benefits and challenges for the agency, for families and children, and for each team member.

Help your team connect to concepts by asking members to think about these questions first and to make notes as they watch the webinar:

▶ Think about a time you worked on a team to plan and implement something new. How were team members chosen? What was the process to build and manage the team?

▶ What challenges did you encounter working together, communicating, engaging stakeholders, or evaluating the team's work? How did you overcome the challenges?

▶ How did the team's functioning influence the changes you were trying to make?

Dive In

Watch the recorded webinar "Designing and Sustaining Teams to Support Change Efforts." The webinar explores the essential functions of teaming for the change and implementation process, ways to develop concrete plans for working together, and common mistakes and strategies to avoid them.

Pause the video after the Putting Teaming Into Practice slide, when the presenters discuss their experiences in the field. Ask your team:

▶ In your experience, what are the biggest challenges in developing teaming structures for successful change initiatives?

Take the first step:

▶ What would it take to start using a structured approach within our team?

▶ What next steps could our agency take to begin using a more structured approach for building teams to manage change?

▶ What strategies can we use immediately to improve practice?

▶ What are the biggest challenges for identifying and engaging all the team members needed to do the work?

Continue viewing and make note of the responses from presenters and webinar participants.

Talk About It

After your team views the webinar, allow team members to reflect on their notes. Lead a conversation about the structured approach to teaming, common missteps, and strategies to avoid them.

Select questions to spark dialogue and move toward action.

▶ What was the biggest takeaway from the webinar?

▶ Have we used a structured process like this before to build teams for managing change?
- Were we successful in identifying the team purpose, team members, and teaming structure?
- Did we develop an effective working agreement, team communication plan, and external communication strategy?
- What challenges did we encounter? How did those influence the change and implementation process?
- What were our strongest areas?
- What could we do differently?

▶ What are the biggest challenges in identifying and engaging all the team members needed to do the work?

▶ What types of roles should be represented?

▶ What impact do these team members have on team outcomes?

▶ In your experience, which roles are most frequently omitted from teams?

▶ What, in your experience, are some of the barriers that hinder efforts to engage people in these roles?

▶ What are some strategies to overcome these barriers?

▶ Which stakeholders need to be at the table consistently for the problem or need being addressed?

▶ How can you encourage frontline and supervisory staff to participate in change initiative teams? What can you do to support their involvement?

How to Build Teams to Support Implementation:
1. Identify team purpose.
2. Identify team members and teaming structure.
3. Develop team charter.
4. Develop team communication plan and external communication strategy.
5. Guide the change process.
6. Analyze results and repeat as necessary.

▶ Which team members might need to shift depending on what problem the team is addressing?