Change and Implementation at a Glance

Teaming

Capacity Building
CENTER FOR STATES

Teaming brings together varied expertise and skills needed to effectively guide change and implementation activities.

Key Takeaways

◆ **An implementation team** is a group representing diverse expertise and perspectives that does the work of implementing change at an organization. Implementation teams go beyond offering advice and are actively involved in the daily activities of guiding implementation.

◆ The starting point for building an effective team is identifying the team's purpose.

◆ Teams can be formed at several points in a change and implementation process. While a core steering team typically comes together once a problem is identified, "subteams" or workgroups may be formed as needed for specific activities (e.g., creating a theory of change, researching potential interventions, training staff, evaluating implementation).

◆ The most effective teams bring together a variety of agency personnel and stakeholders with different roles, talents, perspectives, and skill sets. Membership, roles, and responsibilities may evolve over time.

What It Takes to Get It Done

❏ Identify the team purpose and write a team mission statement.

❏ Identify team members and the teaming structure.

❏ Develop the team charter.

❏ Develop the team communication plan and external communication strategy.

❏ Guide the change process.

❏ Analyze the results and repeat the team-building process as necessary.

The **team charter** is a formal document that provides the foundation for the team's work. Elements of a team charter include:

◆ Team goals and objectives
◆ Scope and timeframe of the project
◆ Expected project deliverables
◆ Roles and responsibilities
◆ Decision-making authority and policy

Possible Implementation Team Members

Agencies should consider including individuals from the following stakeholder groups on the implementation team:

◆ Agency leadership
◆ Child welfare program staff (e.g., mid-level managers, supervisors, caseworkers)
◆ Continuous quality improvement staff, researchers, and evaluators
◆ Communication and human resources staff
◆ Representatives from various levels of the child welfare system (e.g., state, county, and private agencies)
◆ Representatives from tribes, courts, and related state agencies
◆ External and community partners (e.g., mental health, substance use disorder, juvenile justice, and developmental disability services; domestic violence coalitions; school systems; and representatives from racial, ethnic, and/or cultural community groups)
◆ Formal and informal community leaders and/or representatives
◆ Family members (e.g., resource parents, families of origin, kinship caregivers, and youth)
◆ University partners

Teaming Milestones

◆ Implementation team established to guide the change and implementation process

◆ Team purpose and roles determined and decision-making protocols established

◆ Team charter and team communication plan created

These milestones will help agencies complete other change and implementation activities.

Need more information on teaming?

Detailed resources are available on the **Change and Implementation in Practice** website at
https://capacity.childwelfare.gov/states/focus-areas/cqi/change-implementation/teaming/

Indepth **brief** offers step-by-step guidance.
Learn the details of how to build a team and teaming structure to guide an agency change and implementation process.
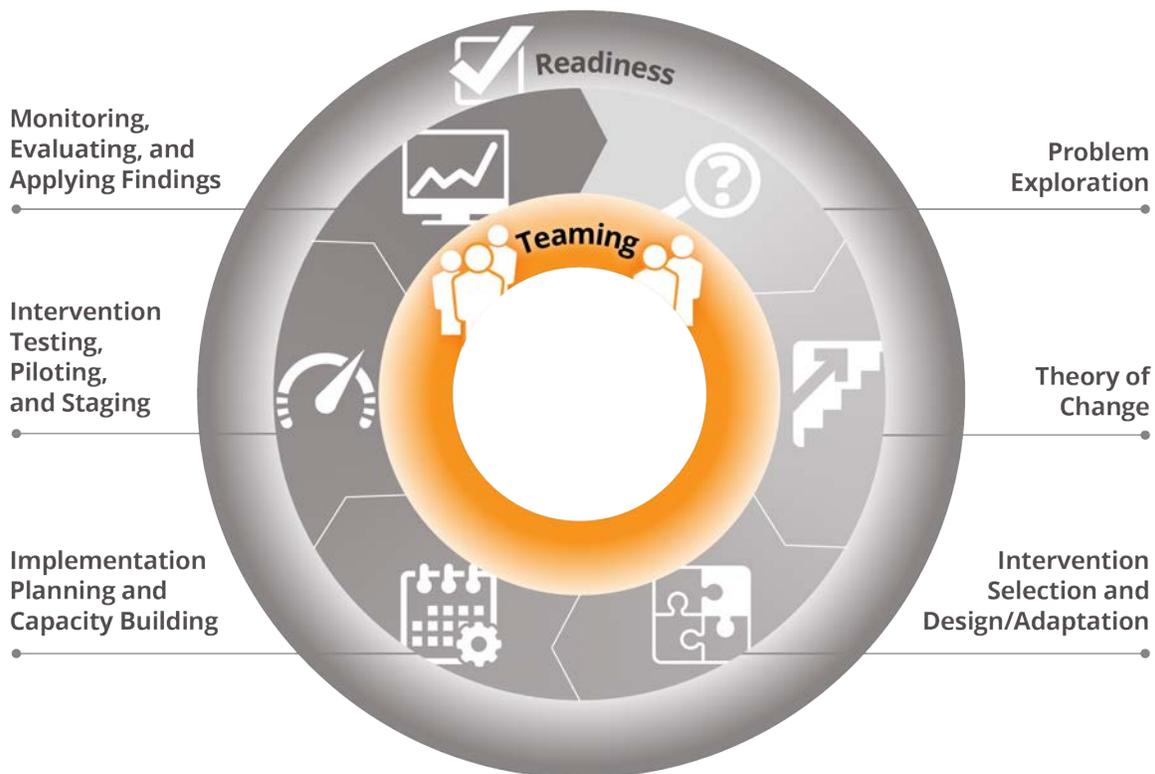
Short **videos** and a workbook reinforce key concepts.
Use for training and to start thinking about application in your agency.

Recorded **webinars** feature real world examples.
Hear lessons learned and tips from experts and peers.

Key Change and Implementation Topics

- Readiness
- Problem Exploration
- Theory of Change
- Intervention Selection and Design/Adaptation
- Implementation Planning and Capacity Building
- Intervention Testing, Piloting, and Staging
- Monitoring, Evaluating, and Applying Findings
- Teaming

For resources on other **Change and Implementation** topics, visit
https://capacity.childwelfare.gov/states/focus-areas/cqi/change-implementation/

Children's Bureau