

Change and Implementation AT A GLANCE

Teaming



Teaming brings together varied expertise and skills needed to effectively guide change and implementation activities. Diverse groups of people with lived experience in child welfare are critical members of change and implementation teams.

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 to clarify roles and responsibilities
- Develop the team communication plan and external communication strategy
- Guide the change process
- Analyze the results and repeat the team-building process as necessary

Get the Most Out of Teaming

Before convening a team, create a plan for identifying and recruiting team members that represent:

- ◆ Diverse perspectives and backgrounds
- ◆ Individuals with lived experience, including those who understand and have direct experience with the issue (or problem) your agency is working to explore
- ◆ Racial, ethnic, and intersectional identities of the people your agency serves

As you develop the teaming structure and the team charter:

- ◆ Ask youth and families with lived experience what would best support their participation (e.g., later meeting times, virtual meetings and access to meeting technology, compensation)
- ◆ Document the steps you will take to promote meaningful engagement, including preparation and debrief opportunities and equitable power-sharing and decision-making structures, and consider how to use a cultural humility lens and neutralize the power imbalance
- ◆ Identify and implement strategies to prepare all participants for authentic integration of youth and family voice
- ◆ Identify and implement what the team will need to improve cultural responsiveness and strengthen the collective ability of the team to focus on racial equity:
 - ❖ Describe how the team and its members are action-oriented
 - ❖ Describe how the team's work will build on cultural protective factors within communities and the populations most affected
 - ❖ Describe how the team members will be meaningfully engaged in decision-making and prioritization
 - ❖ Describe how the team will develop the space and environment for bidirectional learning and capacity building
 - ❖ Describe how the team will include a transparent, equitable distribution of skills and resources, and how the team will mitigate power differentials
- ◆ Revisit the mission and the goals with all team members
- ◆ Ensure the charter reflects equity as it relates to resolving the identified problem and achieving positive outcomes for all children and families

As you develop the team communication plan and prepare for meeting facilitation:

- ◆ Document the steps your team will take to promote a culture of psychological safety for all team members when contributing to racial equity discussions as their authentic selves
- ◆ Establish conversational agreements
- ◆ Agree on a shared set of terms and definitions

Possible Implementation Team Members

In addition to recruiting people with lived experience, 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
- ◆ University partners

Neutralizing the power imbalance will require careful attention to membership. How many team members represent the agency versus lived expertise?

Key Takeaways

- ◆ An implementation team is a group representing diverse expertise and perspectives that implements change at an organization.
- ◆ Implementation teams go beyond offering advice and are actively involved in the daily activities of guiding implementation.
- ◆ The most effective teams bring together a variety of agency personnel, lived experts, and other partners with different roles, talents, perspectives, and skill sets. Membership, roles, and responsibilities may evolve over time.

Looking for more?

- ◆ Explore additional [teaming resources](#).
- ◆ See [Change and Implementation in Practice](#) for more information about other change and implementation topics.
- ◆ Find questions for consideration at each phase of the process in "[Focusing on Race Equity Throughout Change and Implementation.](#)"
- ◆ Learn more about the integration of lived expertise in "[Strategies for Authentic Integration of Family and Youth Voice in Child Welfare.](#)"

Key Change and Implementation Topics



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).

Click on each icon in the Change and Implementation graphic for more information.

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This product was created by the Capacity Building Center for States under Contract No. HHSP2332015000711, funded by the Children's Bureau, Administration for Children and Families, U.S. Department of Health and Human Services.

