

Implementation Science and Practice

Building Teams, Trust, and
Relationships for Sustainable Change

June 4, 2024



Collaborative for
Implementation
Practice

UNC SCHOOL OF SOCIAL WORK



Introductions

- Name, role
- How are you doing today?
- What is something you look forward to this summer?




Equity Reflection

- Am I focused and ready to give 100% of my attention?
- Am I prepared to listen to different perspectives?
- Am I aware of the implicit and explicit biases I may bring to the meeting?
- Am I aware of how my power and privilege - race, gender, age, position within agency – may impact the conversation at the meeting?
- Am I prepared to be open to different people's expertise and knowledge?

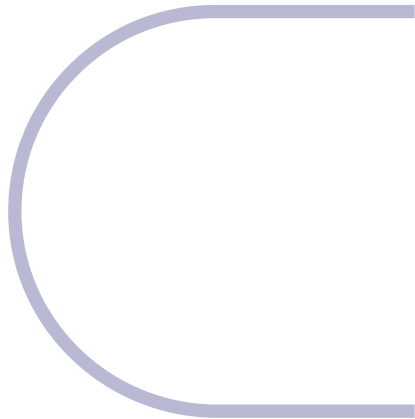


Session Objectives

At the end of this session, participants will be able to:

- Describe the purpose of an implementation team and the core functions they perform to support and sustain implementation efforts. 
- Identify strategies for building trust among implementation partners.
- Compare and contrast four types of psychological safety for teams including the strategies used to build each type of psychological safety and the various impacts when they are missing.

Developing Implementation Teams



Implementation Teams – Why?

- Collaboration and teamwork, and specifically the creation of implementation teams, are strategies for partner leadership
- This shift in focus from solo leaders to implementation teams requires new thinking in how to build teams

(Metz & Bartley, 2020)



What is an Implementation Team?

A group of partners who oversee, attend to and are accountable for performing key implementation functions.



Small, skilled
team



Diversity of
perspective



Guided by
a team charter



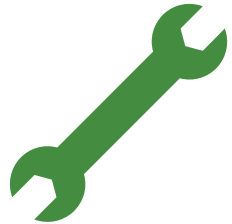
Defined
leadership

Implementation Team Capacities

Core functions of an implementation team include:



Lead intervention
selection &
adaptation



Identify and
develop needed
supports



Use data for
decision-making
and improvement



Build communication
loops across partners
and systems

What is Psychological Safety?

- Psychological safety exists when people feel safe enough to take interpersonal risks, speak up and share concerns, ask questions and lift-up ideas.
- Without a culture of trust and safety, a ‘culture of silence’ keeps us from identifying and addressing challenges and can create the illusion of success.

Psychological Safety in the Context of Safety Culture

Organizational Assessment of Safety Culture

Emotional exhaustion

Mindful organizing

Psychological safety

Stress recognition

Safety climate

Personal safety decision scale

Workplace connectedness

Workplace safety

Intention to remain employed in child welfare

Racial justice scale

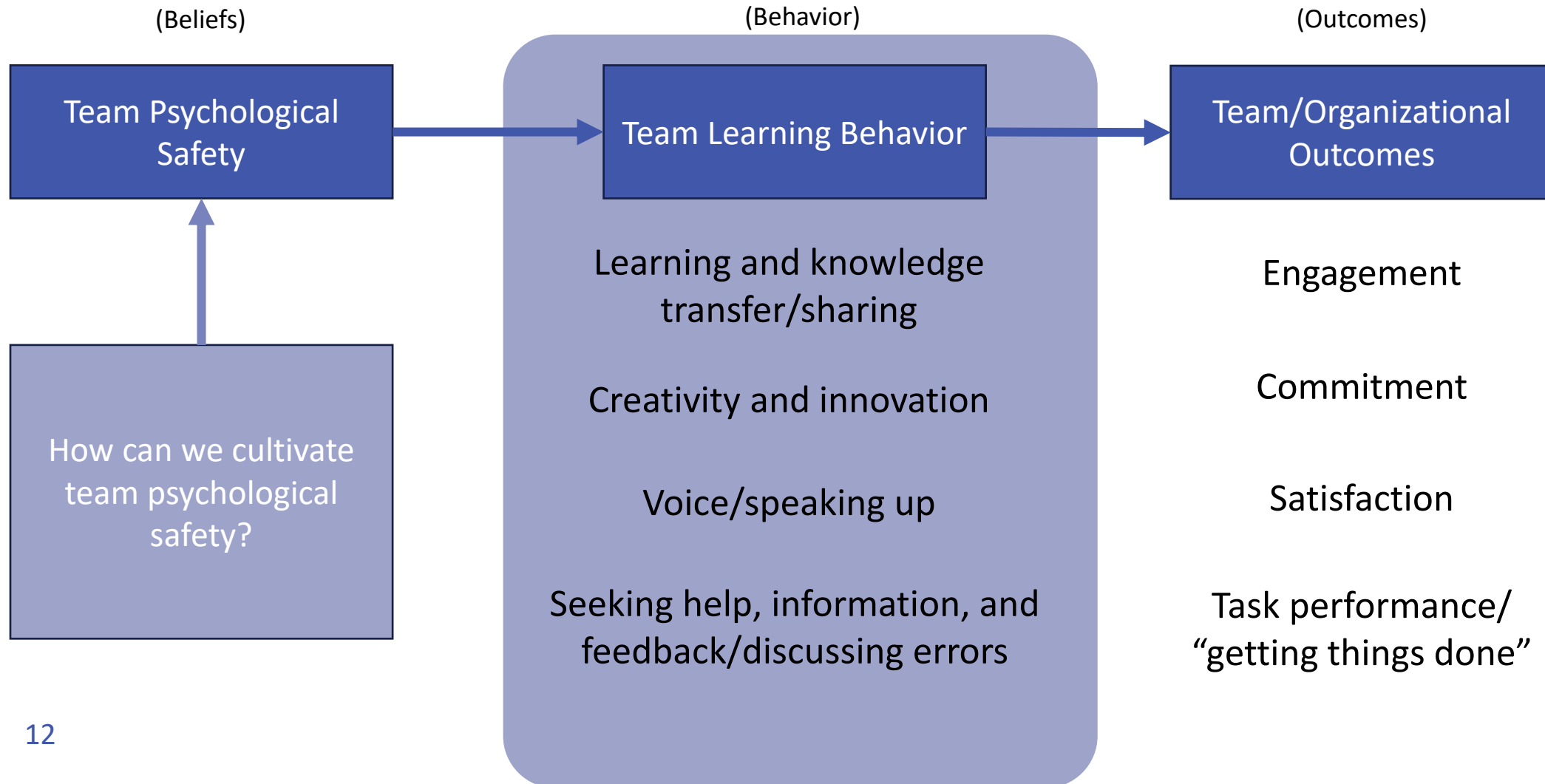


Teams and Safety Culture

In a Safety Culture, safe and engaged teams will practice six enduring habits. These teams...

- Plan Forward - Spend time identifying what could go wrong.
- Reflect Back - Talk about mistakes and ways to learn from them.
- Test Change - Test change in everyday work activities.
- Communicate Clearly - Develop an understanding of “who knows what” and communicate clearly.
- Show Appreciation - Appreciate colleagues and their unique skills.
- Manage Professionalism - Make candor and respect a precondition to teamwork.

Team Psychological Safety



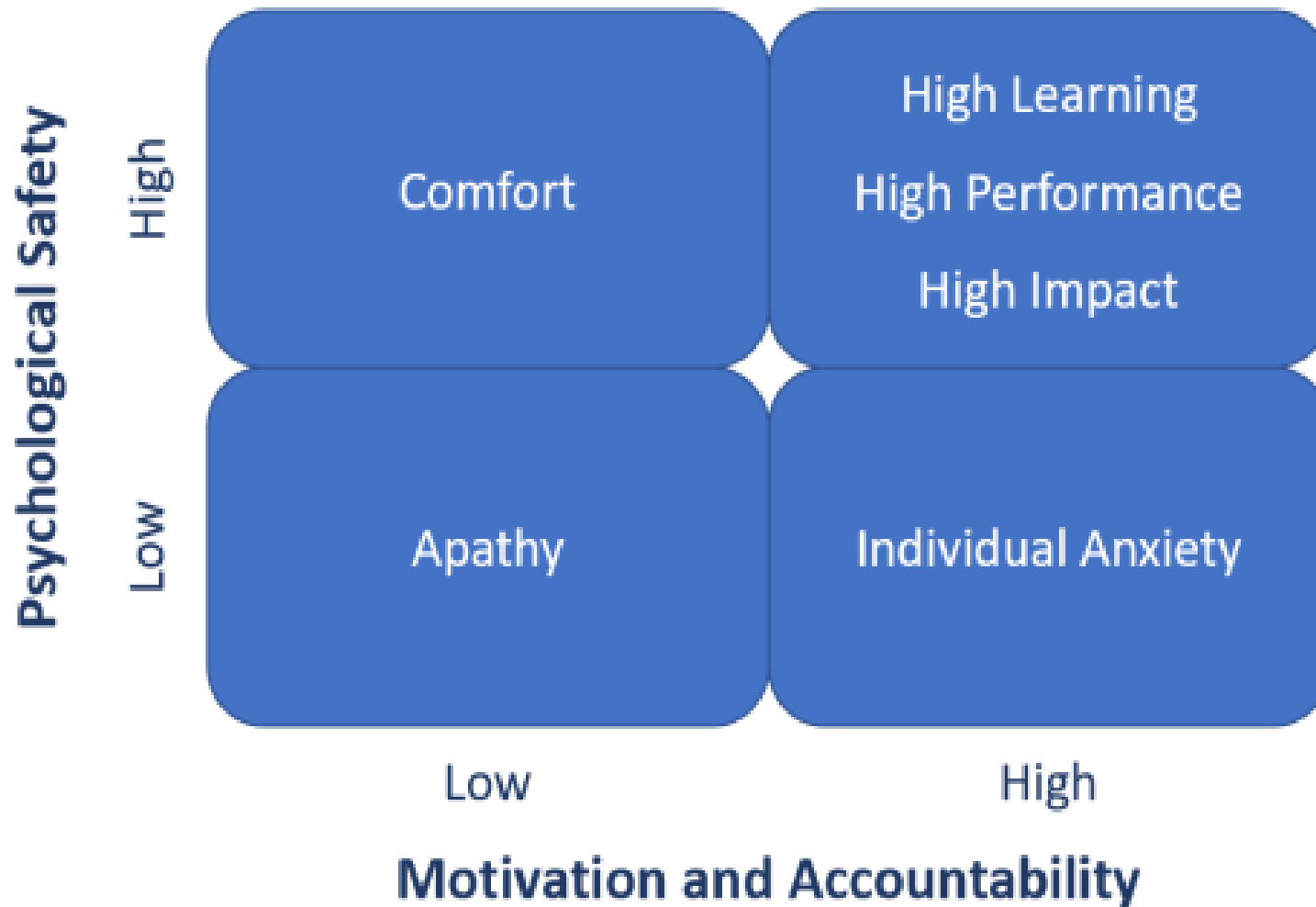
The Five Dysfunctions of a Team



Five Characteristics of Highly Functioning Teams

Healthy Teams Building Psychological Safety

1. **Build Trust** – Model comfort with being vulnerable (I don't know)
2. **Master Conflict** – Create a safe container and build skillsets for difficult conversations
3. **Achieve Commitment** – Encourage clarity on team goals
4. **Embrace Accountability** – Hold one another accountable (through relationships and team cohesion) and promote mutual accountability
5. **Focus on Results** – Driven by collective outcomes, rather than siloed or individual results



Outcomes of Psychological Safety

Safety Culture is positively related to:

- 1. Work Engagement**
- 2. Task Performance**
- 3. Learning Behavior**
- 4. Commitment**

(Frazier et al., 2017)

Four Stages of Psychological Safety

- **Safety of inclusion** – have a *trust and rapport* with the people you are engaging with
- **Safety to learn** – able to *admit mistakes, ask questions* and *express vulnerability*
- **Safety to contribute** – able to *offer opinions, perspective, and knowledge* are *respected and valued* on the team
- **Safety to challenge the status quo** – able to *critique and speak out* when needed *without a fear of reprisal*



(Clark, 2020; Intend Health Strategies, 2022)

Our Roadmap

3 **Contributor Safety**
Decision-Making

2 **Learner Safety**
Trust

4 **Challenger Safety**
Conflict Management

1 **Inclusion Safety**
Values



Inclusion Safety



What is the purpose of this stage?



To promote
acceptance
and *belonging*



Implementation Strategies to Promote Inclusion

Team charters can help us create:

- Shared values for the team
- Trust
- Meeting norms and structures
- Standing agendas



Implementation Team Charter

Team charters are used to **establish clarity about the team’s purpose and team member’s roles, responsibilities and goals**. They are also used to **create shared values, norms and processes for the team’s way of work, outline communication plans with partners and orient new members**.

<p>Implementation Teams</p> <p>Collaborative for Implementation Practice <small>UW-MADISON SCHOOL OF SOCIAL WORK</small></p> <p>Implementation Team Charter</p> <p>Introduction</p> <p>Implementation Teams use charters to establish clarity about the team’s purpose and team member’s roles, responsibilities and goals. Charters are also used to create norms and processes for the team’s way of work, outline communication plans with stakeholders and orient new team members. A team can use this template to guide the creation of their own charter by responding to the question prompts in the first column. A sample charter is included as a reference.</p> <p>Implementation Team Charter</p> <p>Team Members:</p> <p>Date of Review and Version:</p> <table border="1"> <tr> <td>Vision <i>What is the overarching vision for the team? Does this align with the organization’s vision?</i></td> <td></td> </tr> <tr> <td>Values <i>What are the individual values and team values that members hold?</i></td> <td></td> </tr> <tr> <td>Goals and Objectives <i>What are the main purposes of the team?</i></td> <td></td> </tr> </table>		Vision <i>What is the overarching vision for the team? Does this align with the organization’s vision?</i>		Values <i>What are the individual values and team values that members hold?</i>		Goals and Objectives <i>What are the main purposes of the team?</i>		<table border="1"> <tr> <td>Scope and Boundaries <i>What are the expectations and boundaries of the team?</i></td> <td></td> </tr> <tr> <td>Roles, and Responsibilities <i>Who participates in what ways?</i></td> <td></td> </tr> <tr> <td>Communication Protocols <i>How do team members communicate with each other? How does the team communicate externally with key stakeholders and partners?</i></td> <td></td> </tr> <tr> <td>Available Resources <i>What resources (e.g., time, administrative support, funding) are available to the team or project?</i></td> <td></td> </tr> <tr> <td>Authority and Influence and Decision-Making Process <i>How does the team make decisions? On what are decisions based? Are there limitations?</i></td> <td></td> </tr> </table>	Scope and Boundaries <i>What are the expectations and boundaries of the team?</i>		Roles, and Responsibilities <i>Who participates in what ways?</i>		Communication Protocols <i>How do team members communicate with each other? How does the team communicate externally with key stakeholders and partners?</i>		Available Resources <i>What resources (e.g., time, administrative support, funding) are available to the team or project?</i>		Authority and Influence and Decision-Making Process <i>How does the team make decisions? On what are decisions based? Are there limitations?</i>	
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Implementation Team Charter

A team charter might include:

- **Vision**
 - What is the overarching vision for the team? Does this align with the organization's vision?
- **Operationalized Values**
 - What are the individual values and team values that members hold?
- **Goals and Objectives**
 - What are the main purposes of the team?
- **Scope and Boundaries**
 - What are the expectations and boundaries of the team?
- **Roles and Responsibilities**
 - Who participates in what ways?
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- **Authority, Influence and Decision-Making Process**
 - How does the team make decisions? On what are decisions based? Are there limitations?



Small Groups

Dare to Lead™ Values Exercise

- Using the list provided, identify 2-3 values – *the values that are most important to you in teamwork, help you find your way on a team, and fill you with a sense of purpose.*
- Share: What is one life experience which has shaped this value(s)? How does this influence the values that guide you on a team?
- Discuss the values identified by different members of the team and what values are shared.
- How might understanding of individual members' values for teamwork help inform a shared set of values for the team?

(Brown, 2022)

Learner Safety



What is the purpose of this stage?



To build
confidence
and *resilience*



Implementation Strategies to Promote Learning

Building a **safe, trust-filled space** for learning includes:

- Facilitation techniques to promote learning (e.g., What?, So What?, Now What?)
- Participatory facilitation by the leader
- Documentation of learning
- Standing agenda items (e.g., key takeaways, action items)
- Explicit learning goals
- Attention to trust



Relational Strategies

Relational strategies are defined as strategies undertaken to build trust through strengthening the quality, mutuality, and reciprocity of interactions among team members.

- Includes:
 - Vulnerability
 - Authenticity
 - Bi-directional communication
 - Co-learning
 - Empathy-driven exchanges



Technical Strategies

Technical strategies are defined as strategies undertaken to build trust through demonstrating the knowledge, reliability, and competency to support the goals of the team.

- Includes:
 - Frequent interactions
 - Responsiveness
 - Demonstration of expertise
 - Achievement of quick wins



Large Group

Consider the following:

- What behaviors from a team build trust for you?
- What breaks it?
- What do you need from a team (or leader) to feel safe to speak up, share ideas, etc.?

Contributor Safety



What is the purpose of this stage?

Contributor
Safety

To address issues of *power* and *authority* that could minimize contribution from team members



Decision-Making Models

- People feel safer when they know how decisions are made and see their input reflected in the outcome
- There are a range of **decision-making models**, some of which can support contribution depending on the team and the purpose:
 - Consensus
 - Consent
 - Values-Based
 - Democratic
 - Consultative*

Decision Making Models

Consensus

Everyone must agree. All participants in a group are asked to help form the decision until a compromise is reached that will satisfy everyone. Everyone's perspectives, needs, and permission are incorporated into the decision-making process.

Consent

No one objects. All participants in a group are invited into the decision-making process; however, instead of altering a decision to the point of compromise, participants are asked to accept a "good enough" solution.

Values-Based

Criteria are clear. Decisions are aligned to pre-determined, fundamental values and principles of an organization or team; takes into consideration short-term gains and long-term implications of decisions on individuals, teams, organizations, and the community at large. Decisions driven by values, not individual opinions or personalities.

Democratic

Majority rules. A leader presents several options to the full group of participants to vote on. The option voted on by majority of the group is implemented.

Consultative

I decide, with input. A few individuals are asked for their input, but the decisions is ultimately made by leadership and/or those with decision-making power.



Large Group

Let's discuss together.

Consider a team that you have led or have been a part of:

- How clear was the team's decision-making model?
- Was the decision-making model consistently followed?
- If the decision-making model was not followed consistently, what impact did it have on team members' contribution and motivation?

Challenger Safety



What is the purpose of this stage?

Challenger
Safety

To foster
creativity and
innovation



Implementation Strategies to Promote Challenges to Ideas

Healthy **conflict** can be supported by:

- Structured techniques for inquiry, grounded in data use
- Activities designed to enhance creativity
- Challenge-the-status-quo questions

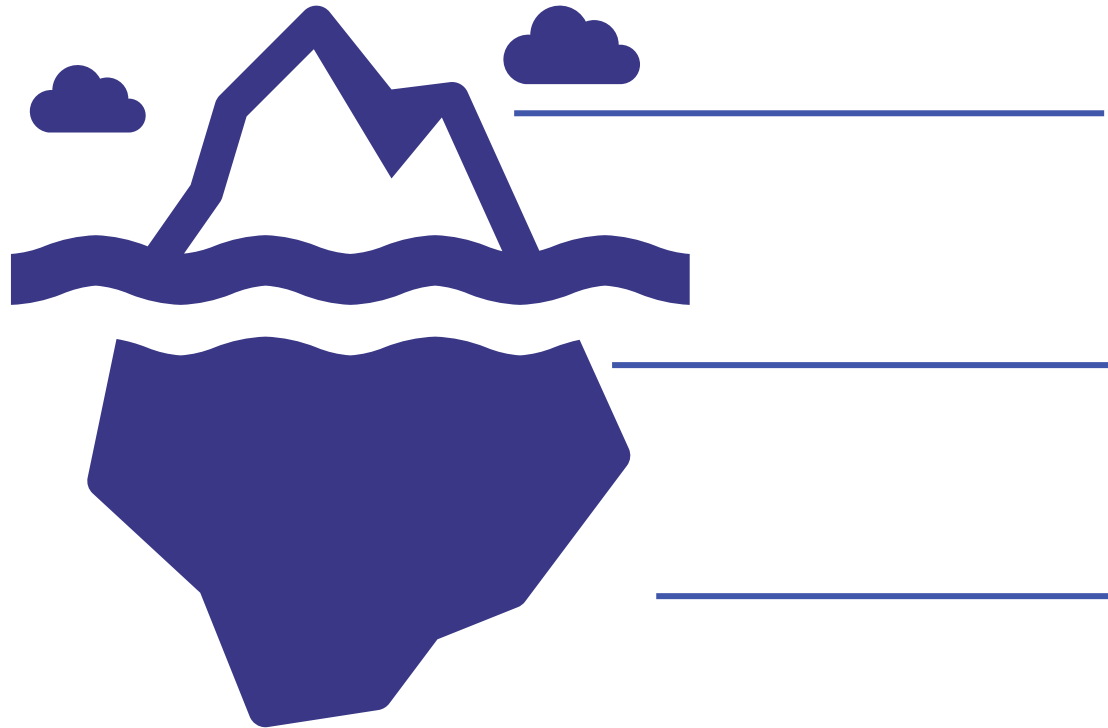


Diagnosing Conflict

- **Conflict** is “any disagreement or lack of alignment in thought belief or value” (Relational Leadership Institute, 2023).
- Debunking Common myths
 - Natural – Conflicts are commonplace and frequent.
 - Neutral – There is nothing inherently bad about disagreeing. It’s how we treat one another during the process.
 - Productive – Conflict has the potential to lead to innovation and progress. If we never disagreed, we’d never have new ideas.
 - Complex – Conflicts are often about more than they may seem on the surface.



Diagnosing Conflict: Iceberg Metaphor



Actions & behaviors:

Observables; things we can see

- What are you observing in this conflict?

Underlying issues:

Past experiences (including mental health & trauma), context, needs, underlying motivations

- What is clouding your vision? What is clouding their vision?

Barriers (water):

Judgments, beliefs, assumptions; the stories we tell about what happened

- What might be motivating them? What is motivating you?

Preparing for Conflict

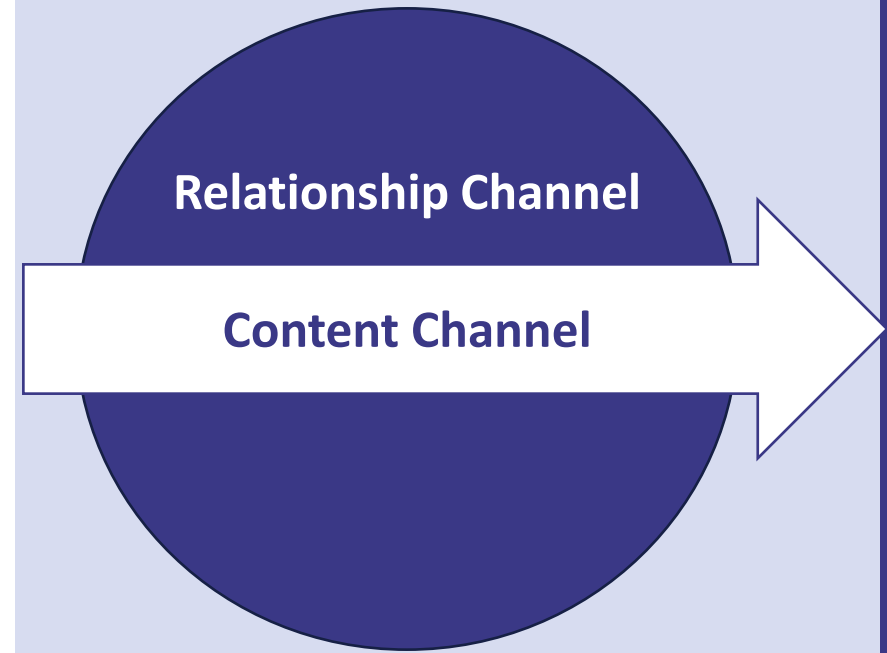
Questions leaders need to ask themselves AND encourage team members to ask themselves:

- What is my mindset? Have I cleared any resentments that drive the 'story I'm telling myself?'
- What emotions do I need to tend to before I engage?
- Am I aware of power and how that shows up in this conflict?
- What is my primary purpose? (When the conversation is done, what do I want to have accomplished?)
- What am I prepared to give up?
- What has helped me stay safe, calm, focused, and professional in difficult situations in the past? How can I bring that into the conversation?
- Who can help guide me and keep me aligned with my values?

Engaging in Difficult Dialogue

Difficult Dialogues is a framework that asserts that during interpersonal communication information is received through two main channels.

- The **relationship channel** is **how we say it**. This is always occurring; from the start of the conversation to the end.
- The **content channel** is **what we say**. This is essentially your roadmap for the conversation—what you're hoping to accomplish.



(Relational Leadership Institute, 2021)

The Relationship Channel

When you are engaging in conversation, check for the following things:

- Safety – Are you feeling safe? Is the other person? Check for clues, reading body language, facial expressions, and tone.
- Understanding – Are you hearing what the other person said correctly? Ask clarifying questions and check your assumptions.
- Connection – Are you seeing this person as an individual, or a caricature of themselves? Make a point to focus on the person in front of you and the circumstances of the moment.



The Content Channel

The six primary steps to an effective conversation include:

- Start with the heart – Empathy, curiosity, and positive intent
- Agree on a mutual purpose – Goals, outcomes, and process
- Provide framing – Observations and impact
- Explore root causes – Create a shared pool of meaning
- Look for paths forward – Brainstorm solutions
- Determine next steps – Requests and action plans



Small Groups

Managing Healthy Conflict

- Think about a past or current conflict you have experienced on an implementation team or project.
- Use the Iceberg metaphor to diagnose the conflict.



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