

Team Transition: Improving the Selection, Orientation and Integration of New Drug Court Team Members

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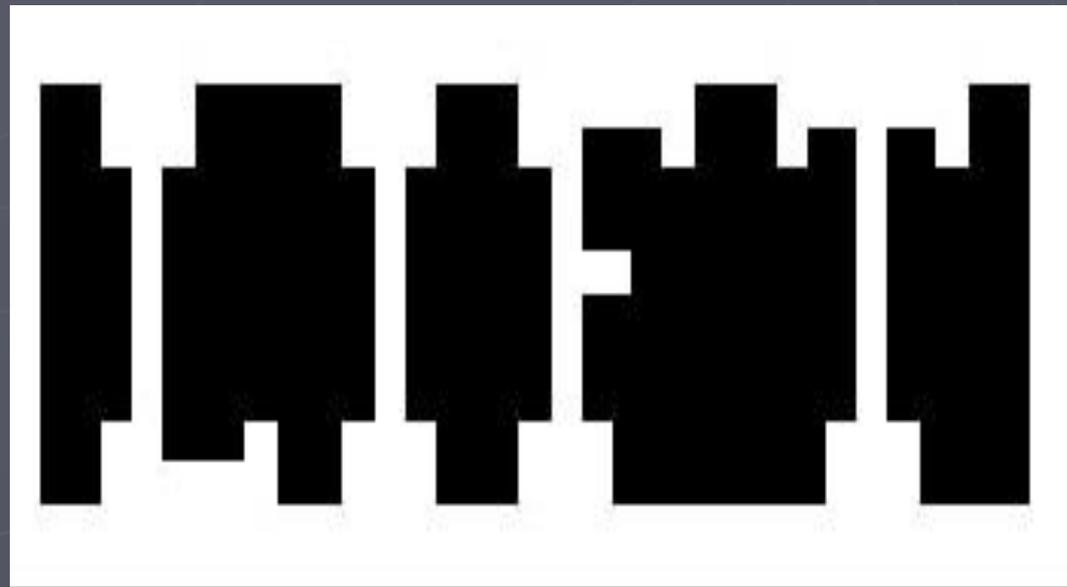
CAUTION

25 MPH

**CHILDREN
AT PLAY**



- ▶ Perceptions
- ▶ Levels and Layers



Behavior is not random

- ▶ There is a natural expression for each person
- ▶ People differ in what is natural
- ▶ We are all who we are for lots of good reasons
- ▶ Our dominant preference is not likely to change
- ▶ Acceptance of differences is critical

Certainty vs. Humility

Certainty- "I know who I am, what I have learned in my life and know what I believe. ."



VS.

Humility- "There but for the grace of God go I, While there are many things I know, there are many things I do not know, I respect what others know and would be privileged to learn from them..."

Elements of Successful Team Building

- ▶ Communication
- ▶ Problem Solving
- ▶ Decision Making
- ▶ Managing Conflicts

Requirements of Effective Team Building

- ▶ Establish a common purpose
- ▶ Assess team strengths and weaknesses
- ▶ Develop specific individual goals
- ▶ Obtain agreement on common approach
- ▶ Encourage acceptance of accountability for both individual and team performance
- ▶ Build mutual trust among members

Stages and Cycles of a Team

- ▶ Forming
- ▶ Storming
- ▶ Norming
- ▶ Performing

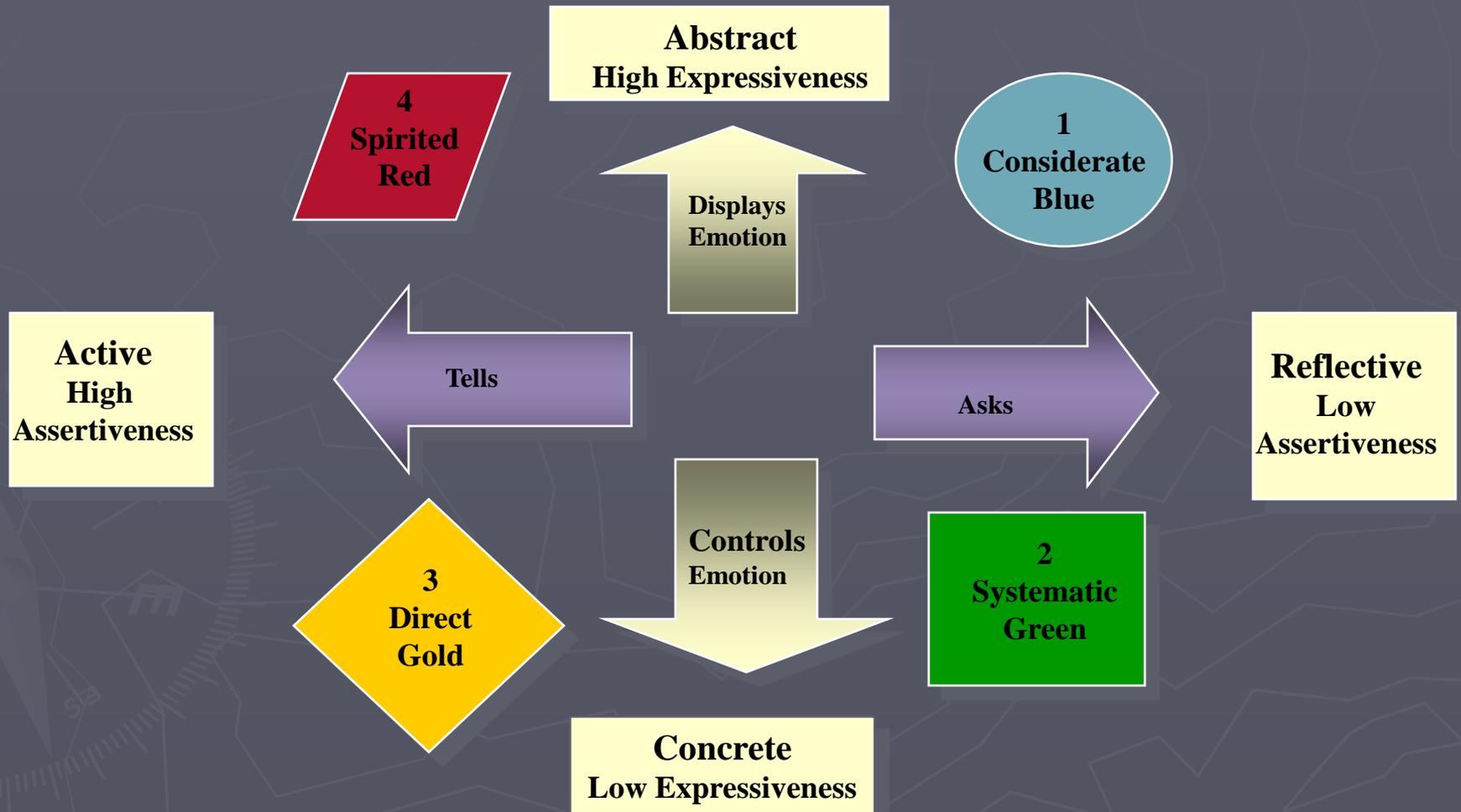
Positive Team Roles

- ▶ *Team Leader*
- ▶ *Analyzer*
- ▶ *Visionary*
- ▶ *Inspector*
- ▶ *Assimilator*
- ▶ *Tasker*
- ▶ *Politician*

Negative Team Roles

- ▶ *The Blocker / Naysayer* – “Nope, can’t, costs money, never-done-it-that-way-before round here, If it ain’t broke don’t fix it”
- ▶ *The Red Herring*
- ▶ *The “Waaa’ll tell you how to fix it”*
- ▶ *The Interrupters* – “Sorry I’m late; Sorry I missed the last meeting, Sorry my cell phone keeps ringing!”

Overview of Learning Style Theory



Learning Style Assessment

Rank order the 4 words across each horizontal line. The word that most describes you would get a ranking of 4. The word that next most describes you would get a 3 and on down to the word that least describes you with a ranking of 1

After you have ranked all of the words, add up the numerical values vertically. You should have a total of four scores.

Your score will probably indicate an assortment of styles.

The highest score represents your dominant style.

Your dominant style is that style with which you are most comfortable.

Blue, Type 1: Why?

Motto: “Why Can’t we all just get along?”

Type 1's look for relationships to known information and like to attach meaning. They are interpersonally sensitive and capable of identifying topics that cause conflict within the team. They are good at understanding differing points of view and will only share their point of view, in the meeting or discussion, when they trust the team.

Green, Type 2:

What?

Motto: “Would you like some facts to sprinkle with your conclusions?”

Type 2's prefer references, data and concrete factual information. Remember to provide them with the time to assimilate information into meaningful conclusions. They are logical and like to take time to get to the correct conclusion. They are less concerned with the speed of a decision and more concerned with the accuracy of the decision. They can be irritated by people who “don't think.”

Gold, Type 3: How Does This Work?

Motto: “Is it done yet?”

Type 3's like to get tasks completed on time. They like for meetings to begin and end on time. Efforts made to keep the material presented topical and applicable and the team environment efficient and effective will be greatly appreciated. They are valuable team members at developing time/task schedules as well as valuing and monitoring task completion.

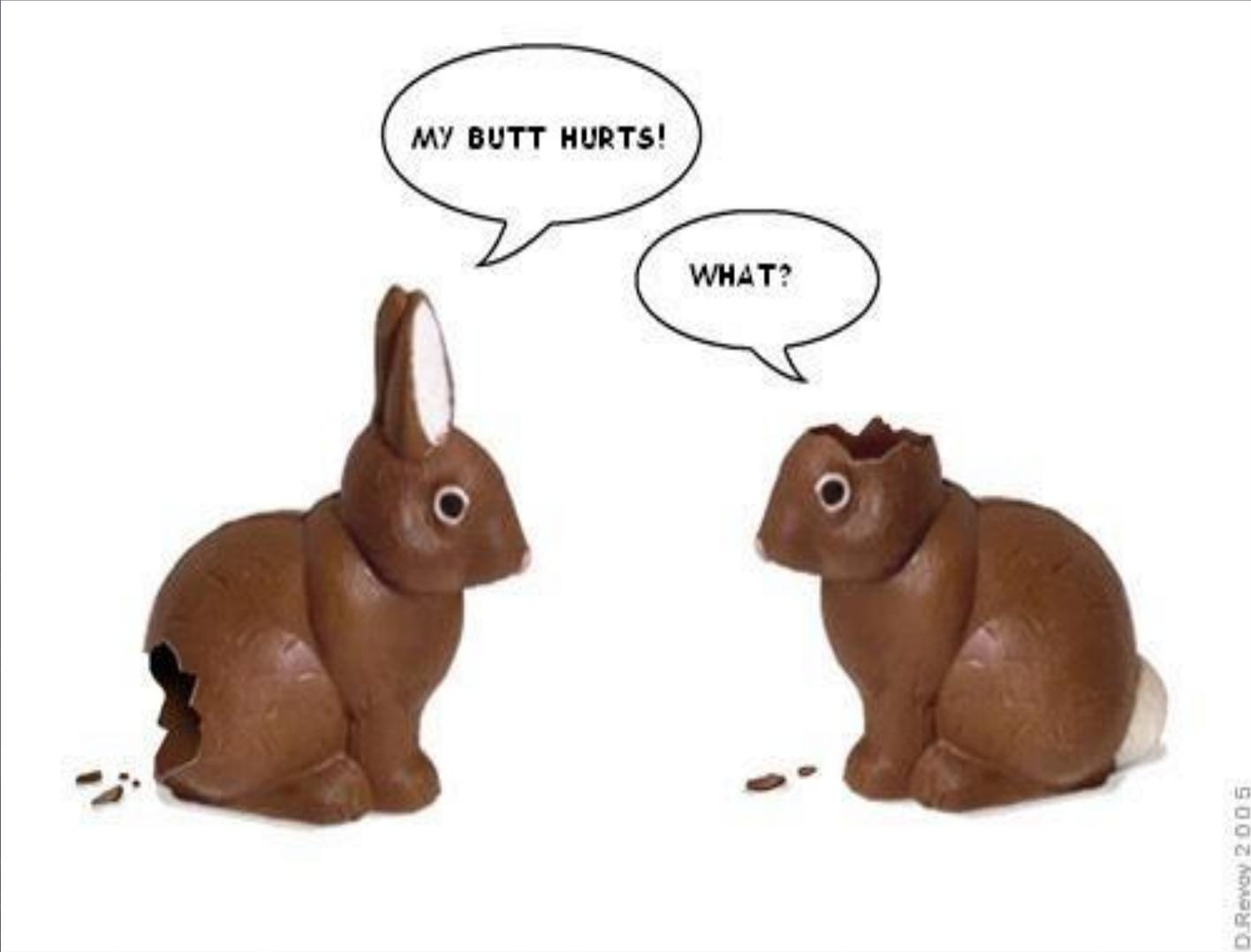
Red, Type 4: What If?

Motto: “Wheee!, Get out of my way and let me try”

Type 4 team members are highly interactive. They like to look at the “big picture” and expand it or make it apply to the topic at hand. They are great visionaries, always capable of seeing the big picture and developing innovative methods of obtaining the vision state. They often arrive at the appropriate conclusion in the absence of empirical data. They do not enjoy repetitive tasks.

Team-Building tips for Specific Learning Styles

- ▶ Know your own style preferences.
- ▶ Remember that we are each a combination of styles.
- ▶ Know the learning style preferences of your team mates.
- ▶ Utilize information about their styles to tailor communication and information to them.
- ▶ Remember that your tendency will be to view the teams progress and your team mates through your style.



MY BUTT HURTS!

WHAT?

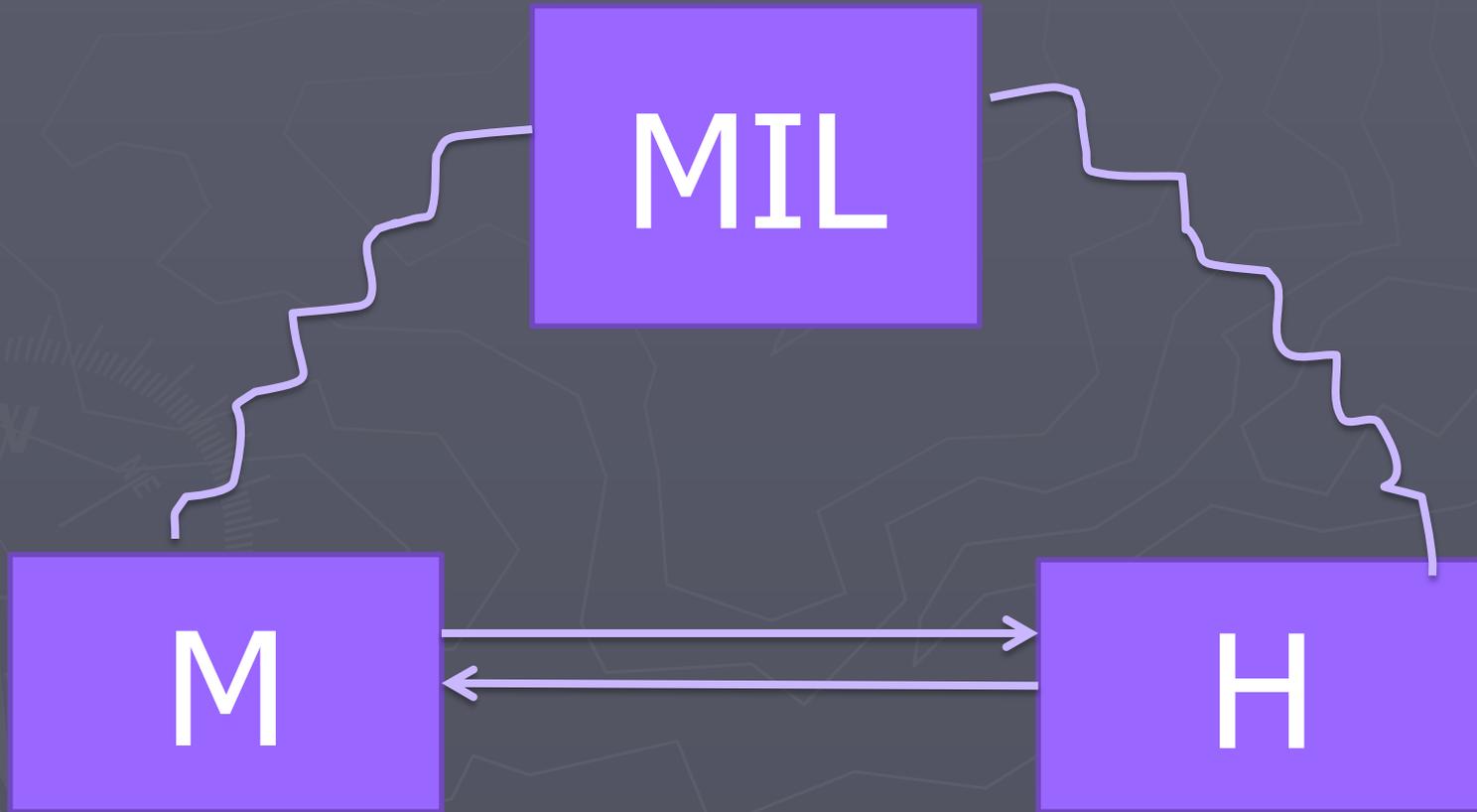
Communication Involves

- ▶ Listening for Content, Meaning & Feeling
- ▶ Responding to Content, Meaning Feeling
- ▶ Testing for Understanding
- ▶ Understanding differences in learning styles

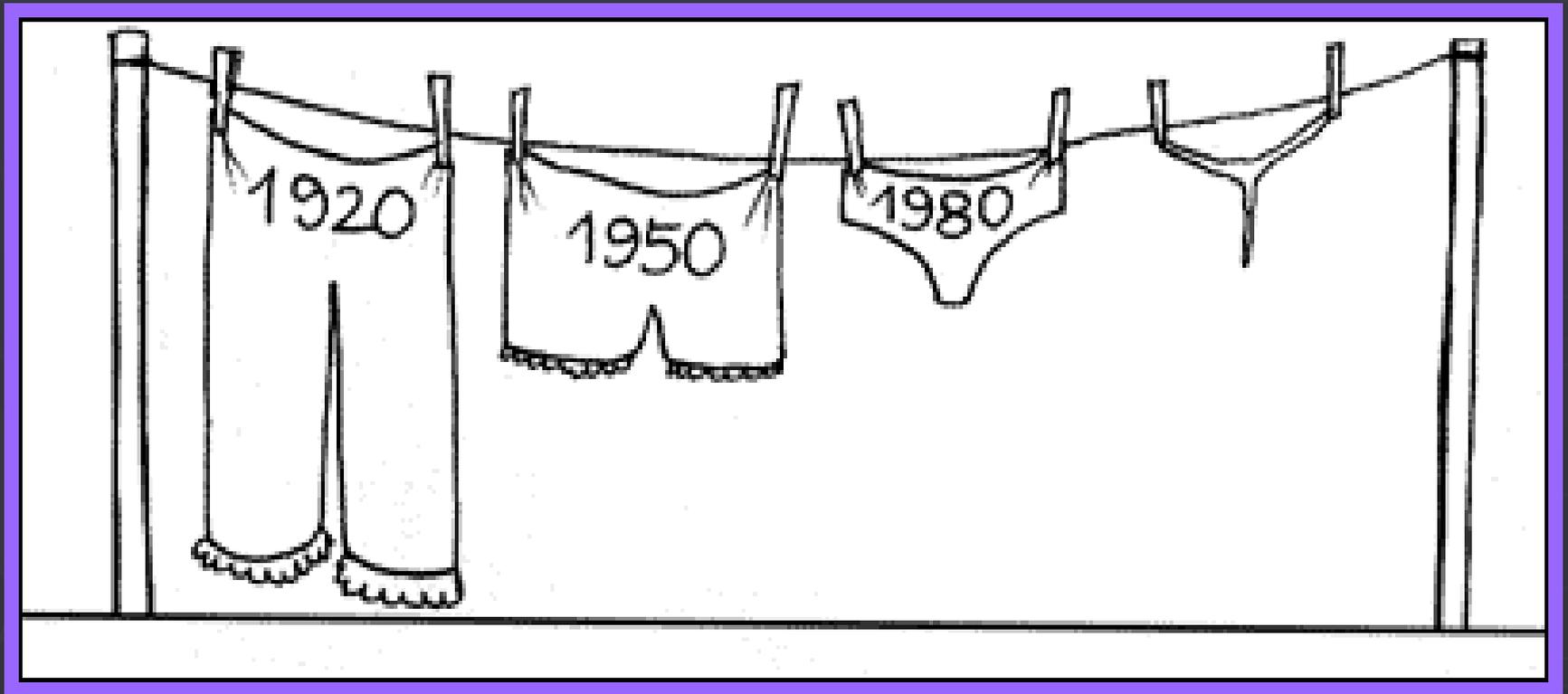
Communication Filters

- ▶ Race, Ethnicity, Language, Culture
- ▶ Gender / Sexual Orientation
- ▶ Age
- ▶ Professional / Life Experience and History

Conflict Triangulation



Change



Principles of Team Communication

- ▶ Everyone's ideas are given a hearing, not just those with the most rank, seniority, or volume.
- ▶ An idea is evaluated on the merits of the idea, not the person offering it. Persons are not rejected or accepted. Ideas are accepted or rejected.

Principles of Team Communication Continued...

- ▶ Most decisions are reached by "***consensus***". Everyone affected by the outcome has a chance to express individual views- even though the final decision may be made by a managing team member.
- ▶ Team members show restraint in judging situations until they have all the data.
- ▶ Team members recognize the desired result and customer satisfaction should be the guiding priorities behind decisions – not personal dominance.

Principles of Team Communication Continued...

- ▶ Managers, especially, behave in ways that recognize that they have more to gain by empowering team members and holding them accountable for how they use that authority than by making decisions.

Conflict Styles

Distancers and Pursuers



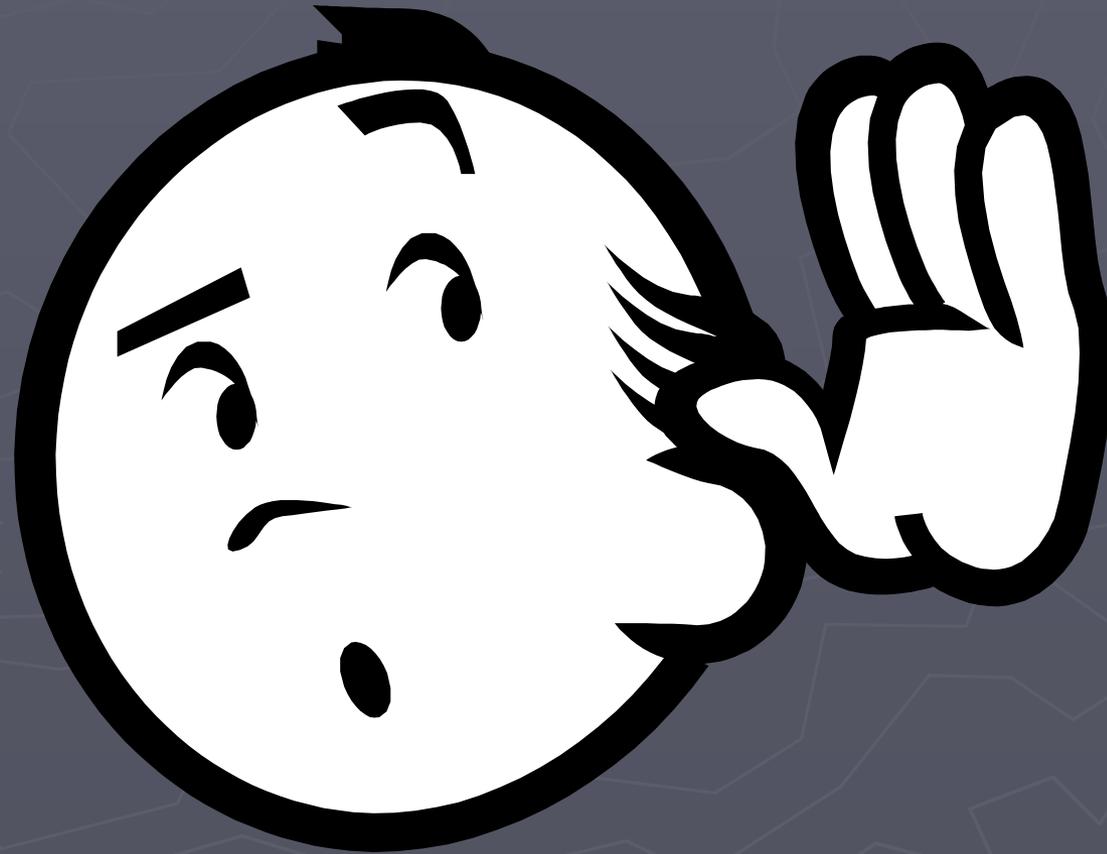
Conflict in Teams

- ▶ Conflict Styles
- ▶ Pursuers / Distancers
- ▶ Conflict Triangles
- ▶ Resolving Conflict

Triangulated Conflict



What is the best way to resolve conflict?



Managing Change

Sock Sock, Shoe Shoe vs.

Sock Shoe, Sock Shoe

Do it the opposite way tomorrow

Cross your arms

Research Implications

- ▶ Team members received training in preparation for the implementation of the drug court.
- ▶ All new hires to the drug court complete a formal training or orientation.
- ▶ All members of the drug court team are provided with training.
- ▶ The drug court has a formal partnership with community members that provide services to participants.