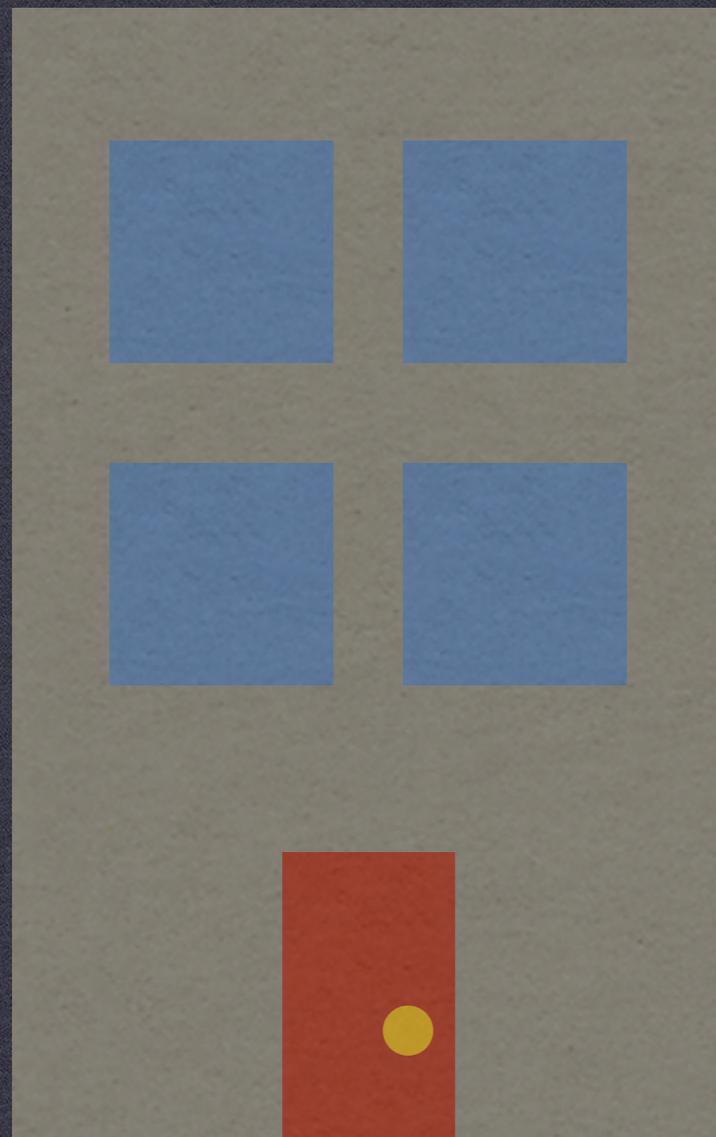


Jacob Campbell, LICSW  
Heritage University

SOWK 487  
Spring 2020



# GROUP WORK IN ORGANIZATIONAL AND COMMUNITY SETTINGS

PART I

# PRIORITIZE YOUR VALUES VALUES

## PUT FIRST THINGS FIRST

- Acceptance
- Family
- Friends
- Health
- Honesty
- Love
- Money
- Respect
- Spirituality
- What you want



# Agenda

- \* Community-Based Participatory Research Partnerships
- \* Ethics in community practice
- \* Leadership



# Characteristics of Effective Groups

- \* Mutual commitment of members to clearly defined operational goals
- \* Two-way communication
- \* Mutual leadership & shared power
- \* Appropriate decision-making procedures



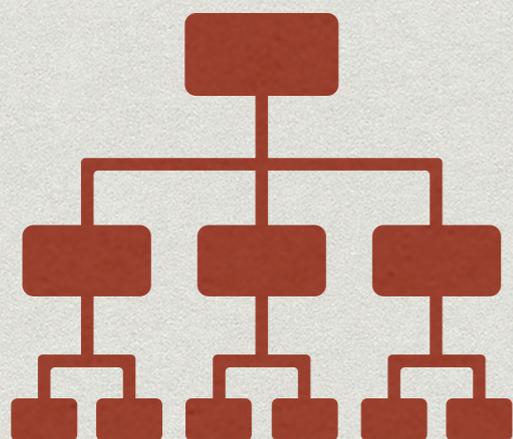
# Characteristics of Effective Groups

- \* Ability to challenge each other in constructive manner
- \* Ability to resolve conflicts effectively
- \* Mechanisms for mutual accountability
- \* Ability to appropriately engage the skills and expertise of group members





Environmental Characteristics



Structural Characteristics



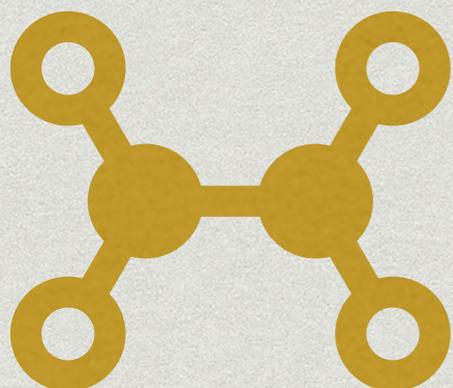
Partnership Programs and Interventions



Intermediate Measure of Partnership Effectiveness



Output Measures of Partnership Effectiveness

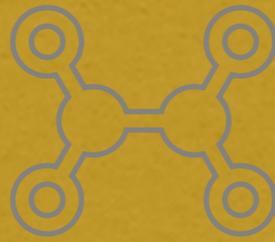
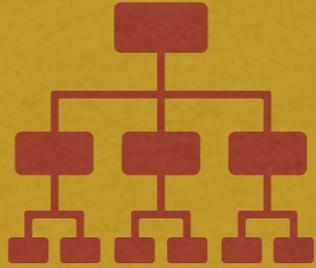


Group Dynamics Characteristics of Effective Partnerships

Conceptual Framework for Assessing Group Dynamics as an Aspect of the Effectiveness of the CBPR Partnership Process

(Israel et al. 2013)

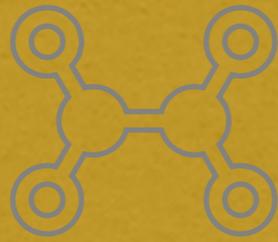
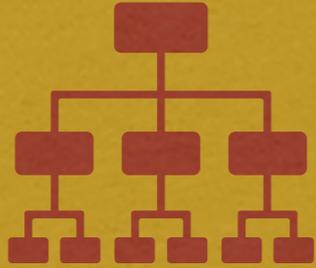




## Environmental Characteristics

- \* Previous collaboration
- \* Community response to issue
- \* Geographic/cultural diversity
- \* Social and economic determinants of health
- \* Challenges/barriers (e.g. institutional policies, time constraints)





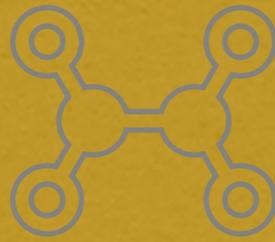
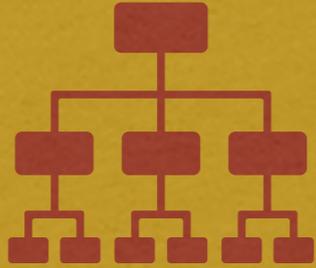
## Structural Characteristics

Membership

Complexity

Formalization

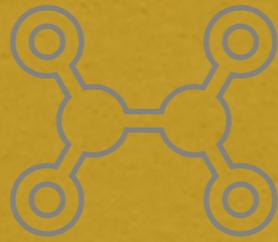
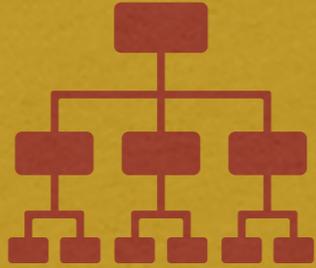




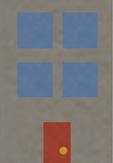
## Group Dynamics Characteristics of Effective Partnerships

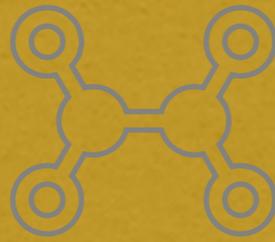
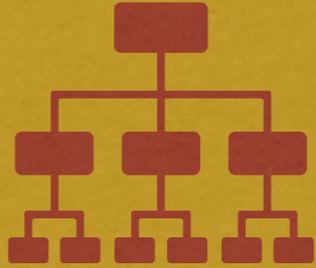
- \* **Shared leadership**, including task and maintenance leadership behaviors
- \* Two-way **open communication**
- \* Recognition of conflicts and **constructive conflict resolution**
- \* Cooperative development of goals and **shared vision**
- \* Participatory **decision making process** that are flexible and use consensus for important decisions
- \* Agreed-upon **problem-solving processes**
- \* **Shared** power, influence and resources
- \* Development of **mutual trust**
- \* Collaborative evaluation of both **task/goal** and **process objectives**
- \* Well-organized meetings with collaboratively developed agendas and facilitation consistent with these characteristics (**management**)





# PARTNERSHIP PROGRAMS AND INTERVENTIONS

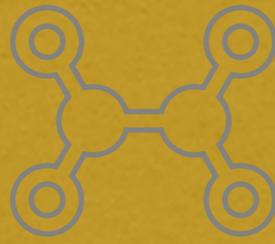
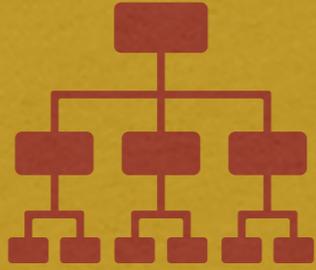




## Intermediate Measure of Partnership Effectiveness

- \* **Perceived effectiveness** of the group in achieving its goals
- \* **Perceived** personal, organizational, and community **benefits and costs of participation**
- \* **Extent of membership involvement**
- \* **Shared ownership and cohesiveness/commitment to collaborative efforts**
- \* Individual, group and community empowerment: **Future expectations of effectiveness**
- \* Bridging social ties
- \* Synergy





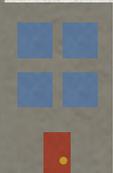
## Output Measures of Partnership Effectiveness

- \* Achievement of program and policy objectives (e.g., collaborative problem solving, quality of life, health)
- \* Institutionalization of programs and/or partnerships



# PASCO DISCOVERY COALITION

**HOW WOULD YOU ASSESS  
WHERE YOU ARE AT AND  
WHAT WOULD YOU DO?**





# ETHICAL DILEMMAS

IN MACRO SOCIAL WORK PRACTICE

An illustration of a superhero's chest. The superhero is wearing a blue suit with a red shield-shaped emblem on the chest. The shield contains the text "THE LEADER IN YOU" in white, bold, uppercase letters. The superhero's hands are shown pulling the blue suit open, revealing the red shield. The background is white.

**THE  
LEADER  
IN YOU**