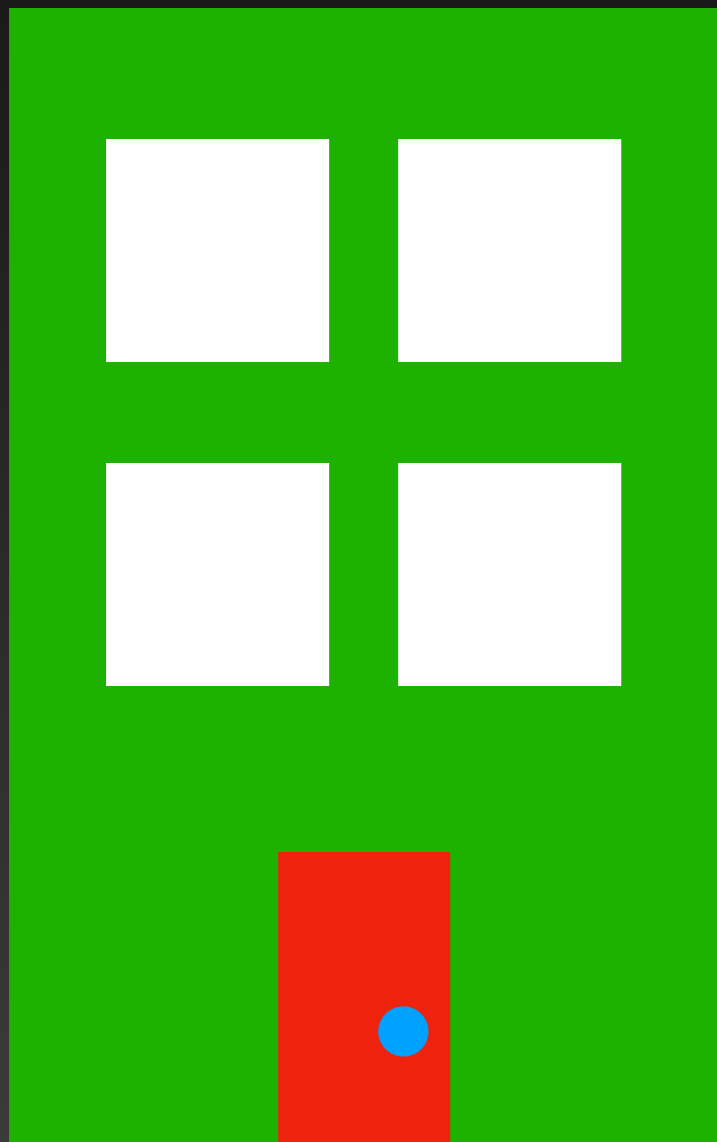Jacob Campbell, LICSW - Heritage University
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Group Work in Organizational and Community Settings
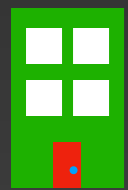
Part I

Prioritize Your Values

Put First Things First

- Acceptance

- Family

- Friends

- Health

- Honesty

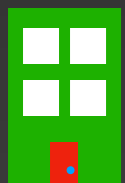- Love

- Money

- Respect

- Spirituality

- What you want

Agenda

Community-Based Participatory Research Partnerships
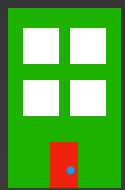
Ethics in community practice

Leadership

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Characteristics of Effective Groups

- Mutual commitment of members to clearly defined operational goals

- Two-way communication

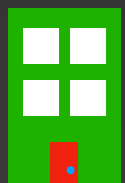- Mutual leadership & shared power

- Appropriate decision-making procedures

(Garvin et al., 2017)

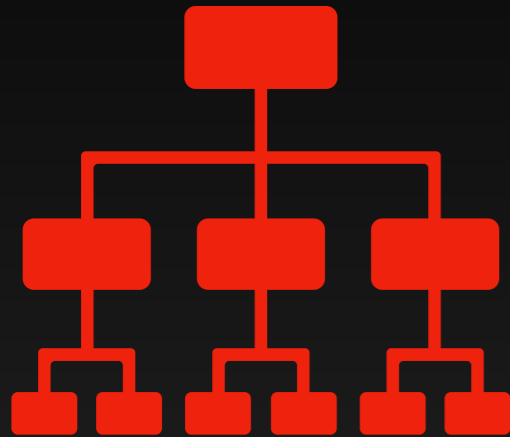Jacob Campbell, LICSW
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Characteristics of Effective Groups

- 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

(Garvin et al., 2017)

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Environmental Characteristics
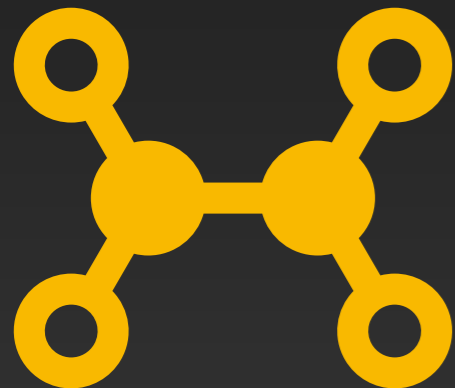
Structural Characteristics

Partnership Programs and Interventions

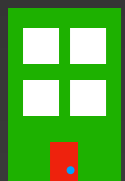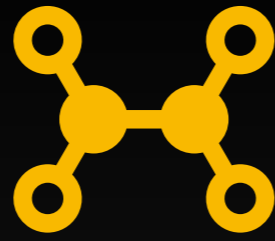Intermediate Measure of Partnership Effectiveness

Output Measures of Partnership Effectiveness

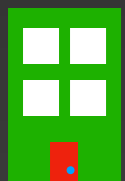Group Dynamics Characteristics of Effective Partnerships

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

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(Israel et al. 2013)

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Environmental Characteristics

- Previous collaboration

- Community response to issue

- Geographic/cultural diversity

- Social and economic determinants of health

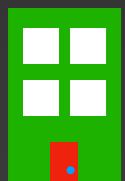- Challenges/barriers (e.g. institutional policies, time constraints)
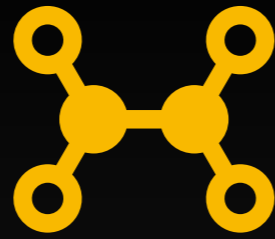
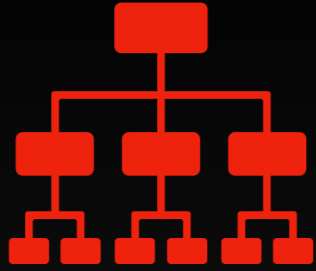Jacob Campbell, LICSW
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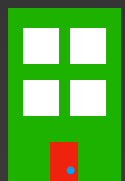(Israel et al. 2013)

Structural Characteristics

Membership

Complexity

Formalization

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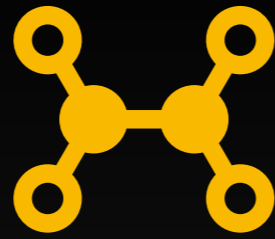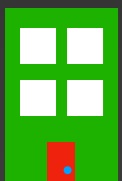Heritage University

(Israel et al. 2013)

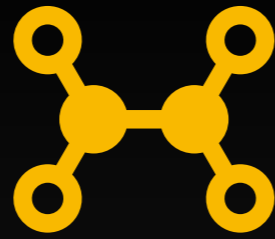# Group Dynamics Characteristics of Effective Partnerships

- **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**)
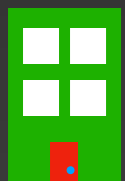
Partnership Programs and Interventions

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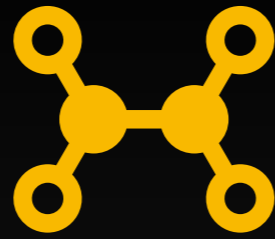(Israel et al. 2013)

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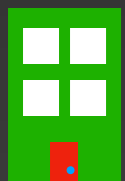# Intermediate Measure of Partnership Effectiveness

- **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

Jacob Campbell, LICSW
Heritage University

(Israel et al. 2013)

Intermediate Measure of Partnership Effectiveness

- Achievement of program and policy objectives (e.g., collaborative problem solving, quality of life, health)

- Institutionalization of programs and/or partnerships

Jacob Campbell, LICSW
Heritage University

(Israel et al. 2013)

Ethical Dilemmas

- in Macro Social Work Practice