## **Contents**

List	of Figures	1X
List	of Tables	xi
Foreword and Acknowledgements		xiii
1	Open Teamwork Teamwork: three paradoxes Open teamwork: a manifesto Fine words defined The structure of the book Activities	1 3 5 21 22
2	Working Together: Policy and Concepts Working together: policy and practice guidance Teamwork developments Teamwork in care services Activities	25 25 29 36 43
3	Assessing and Reviewing Open Teams Assessing open teams: why, when and how Reviewing Team characteristics Problem assessment Task-focused Group or relationship dynamics Activities	46 46 49 51 55 55 59
4	Open Team Development Introduction Ideas about team development Practical teambuilding Practical networking Conclusion Activities	68 68 69 76 96 101 102
5	Individuals and the Open Team Introduction	<b>113</b> 113

/1	Contents

	The individual Interpersonal factors and roles The individual and the open team identity Potential professions in a team and network Conclusion Activities	114 117 124 133 136 136
6	Power Issues in Open Teamwork The power principle in open teamwork Conflict Promoting participation Communication Movement and change Conclusion Activities	141 148 156 159 163 166 166
7	Open Teamwork: Structure and Context Teamwork structures in organisations Teamwork and field organisations Multiprofessional contexts Community networking contexts Institutional contexts Conclusion Activities	168 170 175 180 187 189 194 195
8	Teamwork and Management: Team Leaders and Others Ideas on leadership Leading and managing in teams Support to teams and networks Problems in open team management and leadership Followership Conclusion Activities	201 202 204 208 210 213 215 216
9	Four Teamwork Crunches Child Protection Community care and health care Community mental health settings Criminal justice and public safety	219 221 228 234 239
Appe	endix on Team Development Activities  Briefing and debriefing Icebreaking	243 244 245

Contents		vii	
Rounds		245	
Snowballing		246	
Brainstorming and filtering		246	
Further Reading		248	
Multiprofessional work in health and social care		248	
Practical books on team development		249	
Bibliography		251	
Author Index		263	
Subject Index		265	