



THE DYNAMICS OF MULTI- DISCIPLINARY WORKING IN AN AGE OF MISTRUST

BY
JEREMY ROSS



TRUST AS SOCIAL CAPITAL

- Trust = social capital
- ‘Trust has extrinsic, instrumental value’ – trust(Dartington and Cooper)
- Trust under pressure _‘risk society’ ‘manufactured uncertainty’ (O’Neil)
- Example- extended vetting (Safeguarding Vulnerable Groups Act)



COMPONANTS OF TRUST

Trust= a social glue (Gilbert and Thames)

- Open Communication
- Sharing of decision making
- Sharing of information
- Sharing of feeling

Balance between tacit and explicit knowledge (Pan and Scarborough)

EMOTIONAL INTELEGENCE

Held in Mckimm and Phillips

- ‘the ability to accurately perceive your own and others emotions’

EI organisations(Dulewitz and Higgs)

Achieving a balanced team :

- Drivers- motivation, decisiveness

Continuing

- containers- conscientiousness, resilience, curbing drivers
- Enablers- sensitivity, influencing, self awareness



CLIMATE OF HOSTILITY

- Client hostility- e.g. where statutory power is used
- Political hostility- blaming not backing
- Lack of support/backing from senior management
- Scapegoating of new/different

ORGANISATION IN CONTEXT-

Diamond

- ‘Acting out’ within organisations
 - Passive/active response
 - Levels of communication
 - Seeing ourselves as victims
- ‘persecuted organisations become fortresses, social defence systems that encourage troops either to retreat from battle or engage in a search and ‘destroy mission’”

EMOTIONALLY INTELEAGENT ORGANISATIONS- LEADERSHIP

- Selection- what qualities to reward and avoid?
- Tendency to reward 'people who 'reward individuals with narcissistic proclivities' (Diamond)
- Leadership task is to ensure their organisation integrates working with professionals who can perceive emotions, integrate them to facilitate thought (Held)



Ensuring emotional intelligence

- Managers must Model human imperfection (Held)
- Sacred space for supervision (Ross) allowing for:
 - Reflection
 - Integration
 - Action informed by learning
- Need for facilitation of EI processes



REFERENCES

- Dartington T. and Cooper A. *The Vanishing Organisation: Organisational Containment in a Networked World*. In *Working Bellow the Surface: The Emotional Life of Contemporary Organisations*. Eds Huffington C et al Karnac 2004
- Diamond M. *The Unconscious Life of Organisations*. Quorum Books 1993
- Held S. *Emotional Intelligence , emotion and collaborative leadership* In *Leadership and Management in Integrated services* McKimm J. And Phillips K. Learning Matters Exeter 2009
- Ross J. *Decision Making in Social Work Practice* in *The Art of Social Work Practice*.eds Okitikpi T. and Aymer C. Russell House 2008