

# COMPETENCIAS PARA LOS SERVICIOS SOCIALES

El trabajo de los equipos profesionales  
y el manejo de situaciones complejas

Dr. D. Pedro Pablo Salvador



JORNADAS DE  
TRABAJO SOBRE  
**INCLUSIÓN  
SOCIAL**



Unión Europea  
Fondo Social Europeo  
*"El FSE invierte en tu futuro"*



**Castilla-La Mancha**



# EQUIPO DE INVESTIGACIÓN

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27 equipos de SS en CLM

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# LA VOZ DE LOS EQUIPOS DE SERVICIOS SOCIALES

Capítulo 11

The background features a solid blue field with dynamic, flowing lines in red, orange, and green. These lines are semi-transparent and overlap, creating a sense of movement and depth. The text is centered in a clean, white, sans-serif font.

# VOCACIÓN Y REALIDAD



# PROFUNDIZANDO EN LA EXCLUSIÓN

The background features a solid light blue color with several flowing, wavy lines in shades of red, orange, and green. These lines are semi-transparent and overlap each other, creating a sense of movement and depth. The lines are positioned primarily at the top and bottom of the frame, leaving the center clear for the text.

# EL PROCESO DE EMPODERAMIENTO

The background features a solid blue field with dynamic, flowing lines in red, orange, and green. These lines are semi-transparent and overlap, creating a sense of movement and depth. The red lines are prominent in the lower-left and upper-left corners, while green and cyan lines sweep across the top and bottom right.

LA CLAVE ESTÁ EN LOS SISTEMAS



The background features a solid blue color with several flowing, wavy lines in shades of red, orange, and green. These lines are semi-transparent and overlap each other, creating a sense of movement and depth. The text is centered in the upper half of the image.

# DENTRO DEL CORAZON DE LOS SERVICIOS SOCIALES

The background features a solid light blue color with several flowing, wavy bands of color. A prominent band of red and orange curves across the top left, while a vibrant green and cyan band flows across the bottom right. The overall aesthetic is modern and dynamic.

BURNOUT

The background features a solid blue color with several flowing, wavy lines in shades of red, orange, and green. These lines are semi-transparent and overlap each other, creating a sense of movement and depth. The text is centered in the middle of the frame.

# EL FACTOR CONFIANZA

The background features a solid blue color with several flowing, wavy lines in shades of red, orange, and green. These lines are semi-transparent and overlap each other, creating a sense of movement and depth. The lines are positioned at the top and bottom of the frame, framing the central text.

# LA CONSTRUCCIÓN DE LA RELACIÓN

The background features a solid blue field with dynamic, flowing, semi-transparent ribbons in shades of red, orange, and green. These ribbons curve and overlap, creating a sense of movement and depth. The text is centered in a clean, white, sans-serif font.

# LAS RELACIONES DE PODER

The background features a solid blue color with several flowing, wavy lines in shades of red, orange, and green. These lines are semi-transparent and overlap each other, creating a sense of movement and depth. The lines are positioned primarily at the top and bottom of the frame, leaving the center clear for the text.

# OBJETIVOS Y GESTIÓN DEL PODER

The background features a solid blue gradient. It is decorated with several flowing, wavy lines in vibrant colors: a yellow-to-orange gradient at the top left, a red-to-orange gradient at the bottom left, and a green-to-cyan gradient at the bottom right. These lines create a sense of motion and depth.

CERRAR EL CASO

The background features a solid blue field with dynamic, flowing lines in red, orange, and green. These lines are semi-transparent and overlap, creating a sense of movement and depth. The text is centered in a clean, white, sans-serif font.

QUIÉN SOY



# LAS NECESIDADES DE LOS EQUIPOS

- El complejo de las CC Sociales: la cuantificación.
- Feedback y supervisión.
- Formación en competencias de IE.
- Poner límites.
- Asertividad.
- Promoción y aceptación del cambio.
- Formación en sentido amplio.
- Necesidad de coordinación.
- Coaching.

# LA MIRADA DEL COACH

30 COMPETENCIAS CLAVE DE LA  
INTERVENCIÓN

Capítulo 12

The background features a solid blue field with dynamic, flowing, semi-transparent ribbons in shades of red, orange, and green. These ribbons curve and overlap, creating a sense of movement and depth. The text is centered in the upper half of the image.

1

# ADECUACIÓN DEL LENGUAJE

The background features a solid blue field with dynamic, flowing, semi-transparent ribbons in shades of red, orange, and green. These ribbons curve and overlap, creating a sense of movement and depth. The number '2' is positioned centrally above the main title.

2

# VIGILANDO LAS METÁFORAS

The background features a solid blue color with several flowing, wavy lines in shades of red, orange, and green. These lines are semi-transparent and overlap each other, creating a sense of movement and depth. The lines are positioned at the top and bottom of the frame, framing the central text.

3

# PATRONES LINGÜÍSTICOS

The background features a solid blue color with several flowing, wavy lines in shades of red, orange, and green. These lines are semi-transparent and overlap each other, creating a sense of movement and depth. The lines are positioned primarily at the top and bottom of the frame, framing the central text.

4

# PROACTIVIDAD VS REACTIVIDAD

The background features a solid blue field with dynamic, flowing, semi-transparent bands of color. A prominent red band curves from the top left towards the bottom left. Another band, transitioning from green to cyan, flows from the top right towards the bottom right. The overall effect is one of movement and depth.

5

# EL ABISMO DE LA BUROCRACIA



6

# DISTORSIÓN EN EL ÁNIMO DEL PROFESIONAL





7

# ESCUCHANDO TODAS LAS VOCES DEL SISTEMA



8

¿CÓMO VAMOS A  
COMUNICARNOS?

The background features a solid blue field with dynamic, flowing, semi-transparent bands of color. A prominent band of red and orange curves across the top left, while a vibrant green and cyan band flows across the bottom right. The overall effect is one of movement and depth.

9

# COMUNICACIÓN NO VERBAL



10

¿ALGUIEN ESCUCHA AQUÍ?



11

# CERRAR LA INTERVENCIÓN CON EL USUARIO

The background features a solid light blue color with several flowing, wavy bands of color. A prominent band of red and orange curves across the top left. Another band of green and cyan curves across the bottom right. The overall effect is dynamic and modern.

12

RECONOCER

The background features a solid light blue color with several flowing, wavy lines in shades of red, orange, and green. These lines are semi-transparent and overlap each other, creating a sense of movement and depth. The lines are positioned primarily at the top and bottom of the frame, leaving the center area clear for text.

13

ESTO VA DE ELLOS



14

POR QUÉ VS PARA QUÉ



The background features a solid light blue color with several flowing, wavy lines in shades of red, orange, and green. These lines are semi-transparent and overlap each other, creating a sense of movement and depth. The lines are positioned primarily at the top and bottom of the frame, framing the central text.

16

SILENCIOS

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17

SINTONIZAR

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18

# PREGUNTAS PODEROSAS

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20

VIGILA LA ENERGÍA

The background features a solid blue field with dynamic, flowing, semi-transparent ribbons in shades of red, orange, and green. These ribbons curve and overlap, creating a sense of movement and depth. The text is centered on this background.

21

ATERRIZAR Y DESTILAR



22

# PREGUNTAS ABIERTAS VS CERRADAS

The background features a solid light blue color with several flowing, wavy lines in shades of red, orange, and green. These lines are semi-transparent and overlap each other, creating a sense of movement and depth. The lines are positioned primarily at the top and bottom of the frame, framing the central text.

24

IMPOSICIONES

The background features a solid blue color with several flowing, wavy lines in shades of red, orange, and green. These lines are semi-transparent and overlap each other, creating a sense of movement and depth. The lines are positioned primarily at the top and bottom of the frame, framing the central text.

25

# EL CONTAGIO DEL ESTADO EMOCIONAL



The background features a solid light blue color with several flowing, wavy lines in shades of red, orange, and green. These lines are semi-transparent and overlap each other, creating a sense of movement and depth. The lines are positioned primarily at the top and bottom of the frame, framing the central text.

26

# EL PODER DEL HUMOR

The background features a solid blue field with dynamic, flowing, semi-transparent bands of color. A prominent band of red and orange curves across the top left, while a vibrant green and cyan band flows across the bottom right. The overall effect is one of movement and energy.

27

PRESENCIA PLENA

The background features a solid light blue color with several flowing, wavy lines in shades of red, orange, and green. These lines are semi-transparent and overlap each other, creating a sense of movement and depth. The lines are positioned primarily at the top and bottom of the frame, framing the central text.

28

ASERTIVIDAD

The background features a solid blue field with dynamic, flowing lines in shades of red, orange, and green. These lines curve and overlap, creating a sense of movement and depth. The colors transition smoothly, with red and orange appearing on the left and green on the right.

29

# EL PODER DE LA VULNERABILIDAD

The background features a solid blue field with dynamic, flowing, semi-transparent ribbons in shades of red, orange, and green. These ribbons curve and overlap, creating a sense of movement and depth. The number '30' is centered in the upper half of the image.

30

# HIPERCOMUNICACIÓN

# CONCLUSIONES & PROPUESTAS (1/10)

1. Existe una brecha considerable entre la **formación universitaria** y la **realidad** de intervención social.

1. **UCLM** recontactar con la realidad

# CONCLUSIONES & PROPUESTAS (2/10)

2. Fronteras borrosas dentro de la **exclusión social** .

2. **Observatorio** de la **exclusión social** en Castilla-La Mancha que mantenga el pulso de la realidad sociocultural en continuo proceso de cambio.

## CONCLUSIONES & PROPUESTAS (3/10)

3. Se ha detectado la necesidad de formación en **trabajo en equipo**, así como en sistémica o coaching de equipos.

3. Continuar con la formación en trabajo en equipo, sistémica o **coaching de equipos**, con los profesionales de los Servicios Sociales de Castilla-La Mancha.



## CONCLUSIONES & PROPUESTAS (4/10)

4. El conocimiento de las competencias de la **inteligencia emocional** es un factor clave tanto para la felicidad personal como para la capacidad de análisis profesional y para la calidad de las relaciones humanas.

4. Facilitar y estimular la formación en materia de **inteligencia emocional**, por la administración pública.

# CONCLUSIONES & PROPUESTAS (5/10)

5. **Desgaste profesional** de los equipos humanos de acción social. **Burnout.**

5. **Programas continuos de formación, coaching y/o supervisión** de los equipos de servicios sociales de Castilla-La Mancha.

## CONCLUSIONES & PROPUESTAS (6/10)

6. Creer en el **potencial** de la **persona** en situación de exclusión social es un factor clave para el éxito de la intervención.

6. Utilizar **herramientas** concretas, procedentes del campo de la **inteligencia emocional** u otras disciplinas, para construir una relación de confianza

## CONCLUSIONES & PROPUESTAS (7/10)

7. Disponer de **expedientes abiertos** representa una carga psicológica para los equipos de servicios sociales,

7. Sistematizar reuniones específicas para el abordaje de casos sin cerrar que permitan **cerrar** dichos **casos** sin que se produzcan sentimientos de culpa o fracaso por parte de los profesionales.

## CONCLUSIONES & PROPUESTAS (8/10)

8. Desarrollar un trabajo personal de **auto-conocimiento** para poder comprender al otro y elaborar diagnósticos e intervenciones adecuadas.

8. Protocolizar la **Formación continua**

# CONCLUSIONES & PROPUESTAS (9/10)

9. La **formación continua** con carácter general ha de ser una seña de identidad de los **Servicios Sociales** de Castilla-La Mancha.

9. Invertir  $\neq$  gastar  
**Formación continua**

## CONCLUSIONES & PROPUESTAS (10/10)

10. Los equipos de servicios sociales están sometidos a **continuos procesos** de cambio, tanto sociales como de recursos humanos, aspecto que genera ansiedad, desgaste y adaptaciones permanentes

10. Articular sistemas y **protocolos de acogida y despedida** de profesionales por causa de movilidad laboral.

# MUCHAS GRACIAS

[www.adharatoledo.es](http://www.adharatoledo.es)



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