


**Leadership:  
The Responsive Team**

Sharing and Spreading Your Vision



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What do you think  
are the qualities of a  
good team?



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How do you see a  
leader and a team  
interacting?



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### Defining the Team

Work done by several associates with each doing a part, but all subordinating personal prominence to the efficiency of the whole.

The creation of a team is a purposeful and planned process that should be overt.



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### Blueprint for Building Instructional Leadership

- Vision worth building**    **Successful readers**
- Clear set of blueprints**    **Instruction Plan**
- Solid foundation**    **Data**
- Talented crew**    **Teachers**
- Dedicated leader(s)**    **School Administration**



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### Supporting Research

“Our results suggest that one strategy that could be used to improve student learning and performance is to facilitate the development of high functioning faculty groups...On the basis of our results and the findings from other industries, as these faculty groups and teams increase their effectiveness, productivity also will increase.”



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### Supporting Research

Our findings suggest that although staff size, rural or urban location, and district poverty level do influence student outcomes, the manner in which faculty members work together as a group also is influential, particularly in high poverty schools. Professional educators have minimal or no control over school or district demographics. However, teachers and administrators have significant control over the way the work as a group. The results of this study suggest that if faculty members work to become more trusting, cooperative and work oriented as a group, student performance will improve.



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### Defining the Team

- Administrator
- Literacy/Academic Coach
- Leadership Team Members (Cadre)
- External Partners



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### Discussion/Action Plan

Identify members of your Leadership Team

Who from your staff would you add to your Leadership Team?



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## Defining the Team

Just like the need for persistence and perseverance in the overall implementation process, just like an idea presented in a good instructional program, the process of team building is not something presented and then dropped. It must be guided and supported on an ongoing basis.




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### NOT ALL GROUPS ARE TEAMS: HOW TO TELL THE DIFFERENCE

WORKING GROUPS	TEAMS
Strong, clearly focused leader	Shared leadership roles
Individual accountability	Individual and mutual accountability
The group's purpose is the same as the broader organizational mission	Specific team purpose that the team itself delivers
Individual work products	Collective work products
Runs efficient meetings	Encourages open-ended discussion and active problem-solving meetings
Measures its effectiveness indirectly by its influence on others (e.g. student learning goals)	Measures performance directly by assessing collective work products
Discusses, decides, delegates	Discusses, decides, does real work together

Source: "The discipline of teams," by Jon Katzenbach and Douglas Smith, *Harvard Business Review*, March/April 1993.

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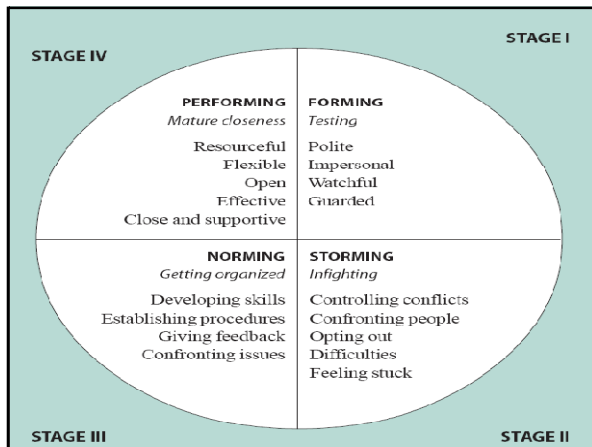
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Which Stage is your Team in?

Add Results to your Action Plan

Identify strategies to help your team grow and progress



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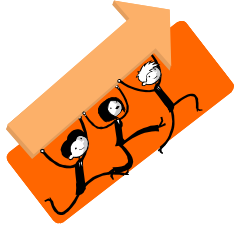
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Stage II: Team Building Goal

**Create the team based on observations of the year before**



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Stage II: Team Building Strategies

Meet with the team members identified and recruited:

- Discuss last year's accomplishments
- Identify areas of growth based on team input and the data collected



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### Stage II: Team Building Strategies

✕ Identify goals and objectives with team input based on observation, data collected and your vision/mission

✕ Input for the year's annual State of the School Address



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### Stage II: Team Building Strategies

Regular meeting of the Leadership Team to ensure support for the implementation:

- ✕ Ongoing assessment of knowledge and skills;
- ✕ Ongoing assessment of progress toward years goals and objectives;
- ✕ Have all members of the team share what they see as their role as team members—administrator shares his/her expectations for the team;



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### Stage II: Team Building Strategies

- Establish and maintain a system of communication between the Leadership Team and the rest of the school.
- Establish a system of recognition for the work of the team members and staff.



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Discussion/Action Plan

**Identify 2-3 team building strategies you will use this year.**



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Effective Teams:

- The Team's output (decisions) meets the standards of those using it;
- The Team's experience contributes to the well being and development of its members;
- The Team's experience enhances the capability of the members to work and learn together in the future.



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Managing Team Boundaries

Principals, as Team Leaders are the nerve center for their teams. They need to manage both:

- External Partnerships
- Internal Relationships



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### The Role of the Principal in Building the Team

A principal sets the tone for the building by hiring the teachers and providing the direction for the school. Whether the teachers collaborate, coordinate their efforts with one another, or learn new methods and ideas depends most on the principal. Without an effective principal, a school stagnates.




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Potential Team Members	Open to the Coaching Process	Being a Leader without Being A Bully	Excellent Interpersonal Skills with kids & staff	Effective Classroom Teacher	Aligning team member's skills with the tasks of the stages	Other skills, Resources




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### Planning Time Table

Planning Tasks	Responsible Agents	Target Date for Completion
1.		




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### Action Plan

Identify specific strategies you will implement to identify potential leadership team members



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