



School Leadership Team

Making Participation Meaningful

*Division of Family and Community
Engagement*

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Executive Superintendent

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Developed By Anthony Settle

When it works, the school leadership team can be the catalyst for creating this shared vision. Effective team members, while representing the concerns of their own constituencies, work closely with others to craft educational strategies that focus on student's needs, and regularly communicate those strategies to their constituencies and the school community as a whole.

Rudolph Crew

Team Development: Review

COMPOSITION

A. Size of the Team

All SLTs should have a minimum of ten members and a maximum of 17 members. In determining the size of the team, budget allocations must be considered.

B. Mandatory Members

The only three mandatory members of the SLT are the school's principal, the Parent Association/Parent-Teacher Association (PA/PTA) President¹ and the United Federation of Teachers (UFT) Chapter Leader, or their designees.

C. Non-Mandatory Members

1. In addition to the mandatory members, SLTs must include other parents and staff (pedagogic and/or non-pedagogic) from the school. SLTs must have an equal number of parents and staff.

The Team: P.S. XYZ

J. Arcuri	Principal	Mandatory/Staff
R. Jones	UFT Chapter Leader	Mandatory/Staff
L. Sui	PA/PTA President	Mandatory/Parent
B. Applegate	UFT	Staff
F. Franz	UFT	Staff
C. Boardi	DC-37	Staff
J. O'Connor	Parent	Parent
S. Akuba	Parent	Parent
G. Garcia	Parent	Parent
A. Heath	Parent	Parent

Meaningful Participation



Participation - is a process in which people have to think through what they want, consider some option, and work through what should happen.

David Wilcox

Meaningful Participation

Participation Framework

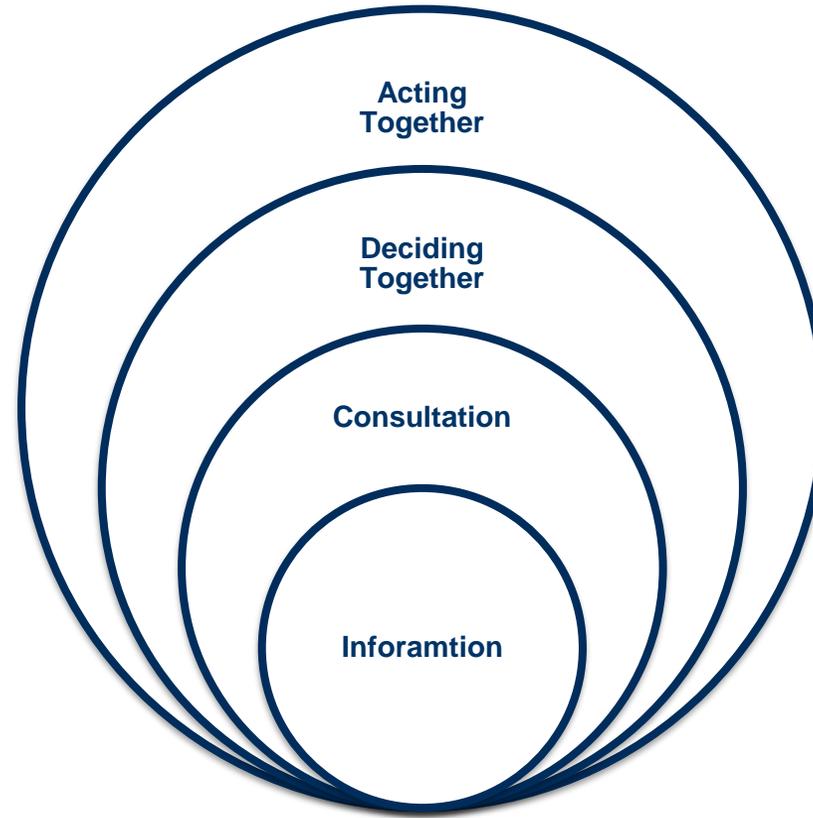
Meaningful Participation - should be seen as a strategy by which members of the team join in determining how:

Information is shared

Goals & Policies are set

Resources are allocated

Programs are operated



Adapted from David Wilcox's Framework for Participation

Meaningful Participation

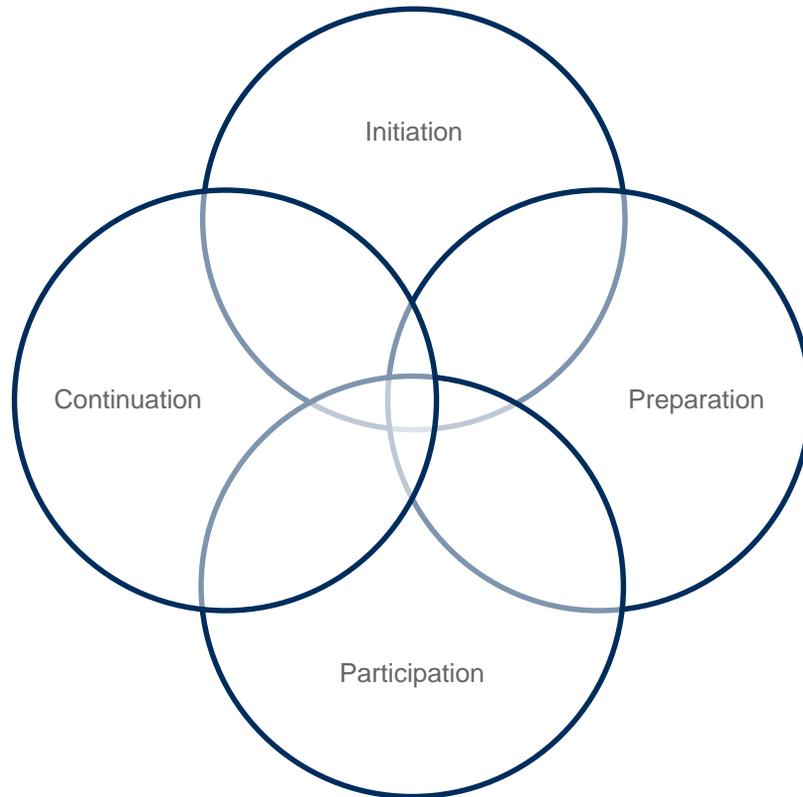
Participation Framework

1. **Information** - The leader tells team members what is planned.
2. **Consultation** – The leader offers team members a number of options and listens to the feedback.
3. **Deciding together** – The leader encourages team members to provide some additional ideas and options, and join in deciding the best way forward.
4. **Acting together** – The leader facilitates a discussion, and team members decide what is best, then all work together to carry out the vision.

Adapted from David Wilcox's Framework for Participation

Meaningful Participation

Participation Framework – treat the framework as a process that has four phases.



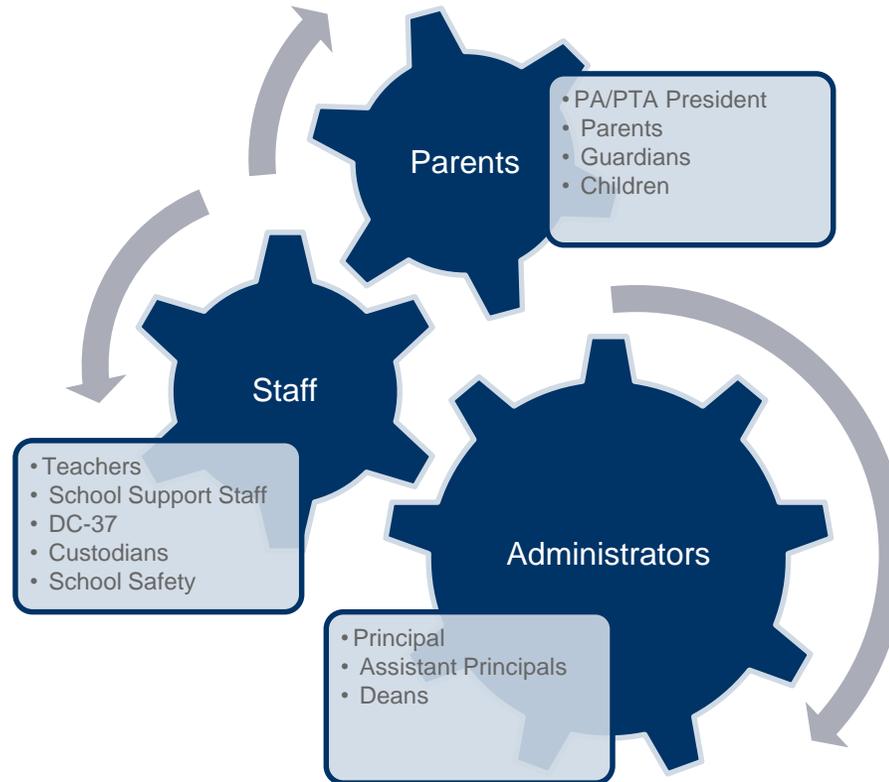
Phases should build on one another and overlap as needed.

Adapted from David Wilcox's Framework for Participation

Meaningful Participation

Participation Framework – reflect on each member's role to see the importance of building the skills sets of the team to produce a better outcome or meet established goals.

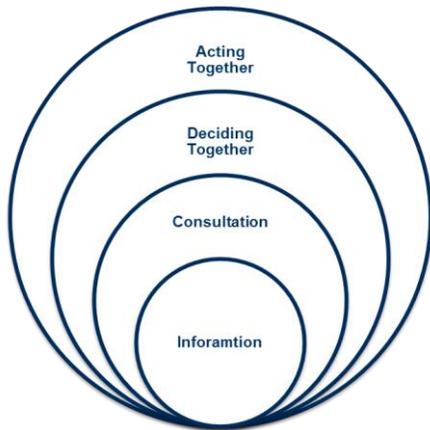
What are the benefits?
Who will benefit? And how?



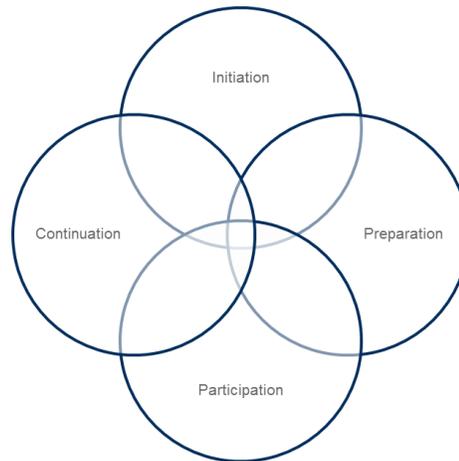
Adapted from David Wilcox's Framework for Participation

Meaningful Participation

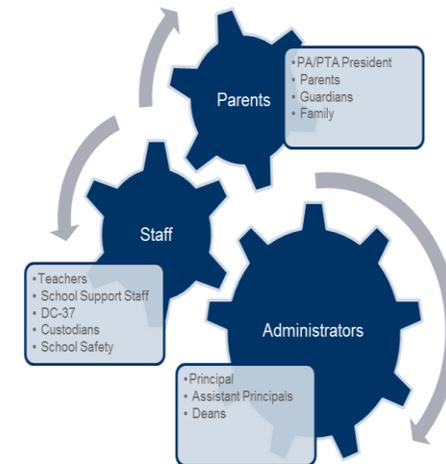
Levels of Participation



Life Cycle

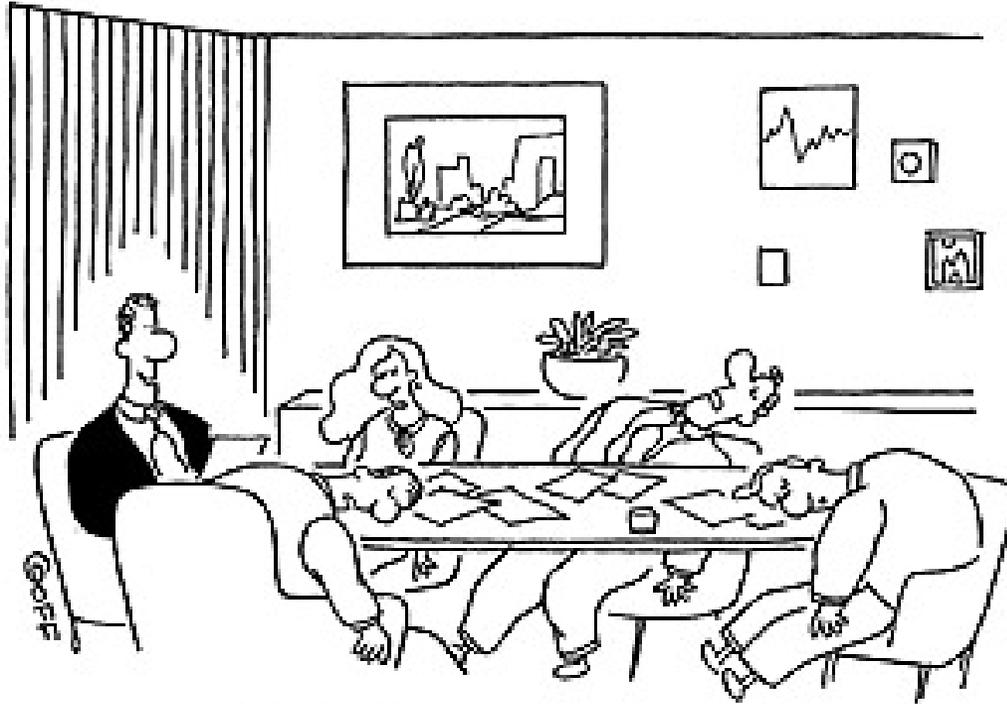


Personnel Mechanics



Adapted from David Wilcox's Framework for Participation

Meaningful Participation



"At last we've reached a consensus!
This meeting is boring!"

It is difficult to provide a formal definition of partnership that suits all circumstances, but the **key characteristic is that the partners aim to achieve something they could not do alone, by pooling skills and other resources.** To do this they need a shared vision of their goals, and a way of working together that realizes this ambition. This may involve a long-term formal structure, or a shorter-term agreement.

3X3 Challenge

1	2	3	4	5	6	7	8	9
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As a team, put the numbers above into the 3X3 grid below so that any line of three numbers in the grid adds up to the same amount.

3X3 Challenge

1	2	3	4		6	7	8	9
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Answer Key

Each line in the grid should add up to 15

8	1	6
3	5	7
4	9	2

Team Development: The Team

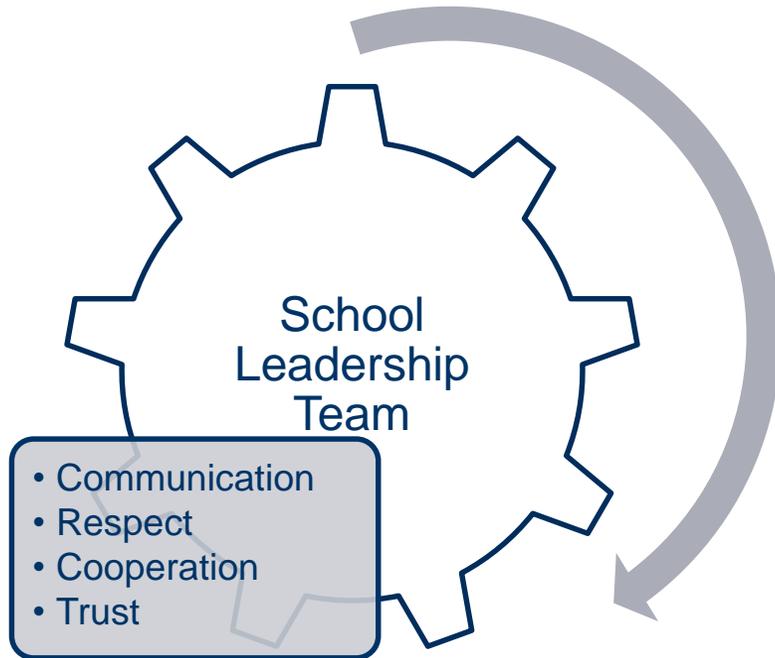
Working together in groups can be a great experience or one filled with stress and anxiety. The success of group work depends largely on the trust developed among group members and the respect they show each other. When an individual has had a positive experience in a group, he/she is more likely to take risks, ask questions, and share ideas that will benefit the total group.

A group with a positive dynamic is easy to spot. Team members trust one another, they work towards a collective decision, and they hold one another accountable for making things happen. As well as this, researchers have found that when a team has a positive dynamic, its members are nearly twice as creative as an average group.

In a group with poor group dynamics, people's behavior disrupts work. As a result, the group may not come to any decision, or it may make the wrong choice, because group members could not explore options effectively.



Key Areas of Development – Group Dynamics

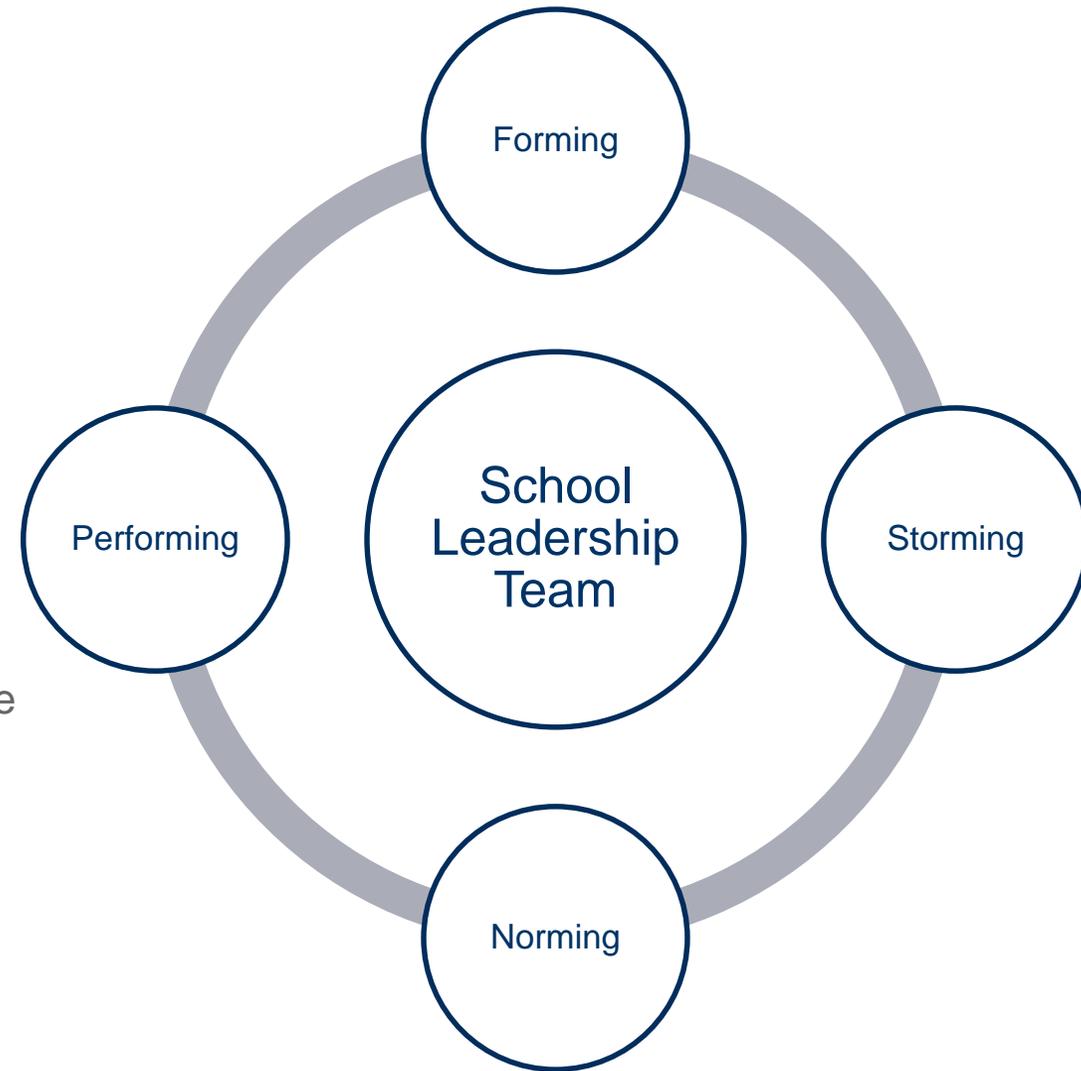


Kurt Lewin, a social psychologist and change management expert, is credited with coining the term "group dynamics" in the early 1940s. He noted that people often take on distinct roles and behaviors when they work in a group. "**Group Dynamics**" describes the effects of these roles and behaviors on other group members, and on the group as a whole.

Mind Tools

Team Development: Understanding the Team

1. **Forming** – Members of the team first meet or gather
2. **Storming** – Opportunity to generate ideas and identify disagreements
3. **Norming** – Assign roles and delegate responsibilities
4. **Performing** – Group begins to work as a cohesive unit



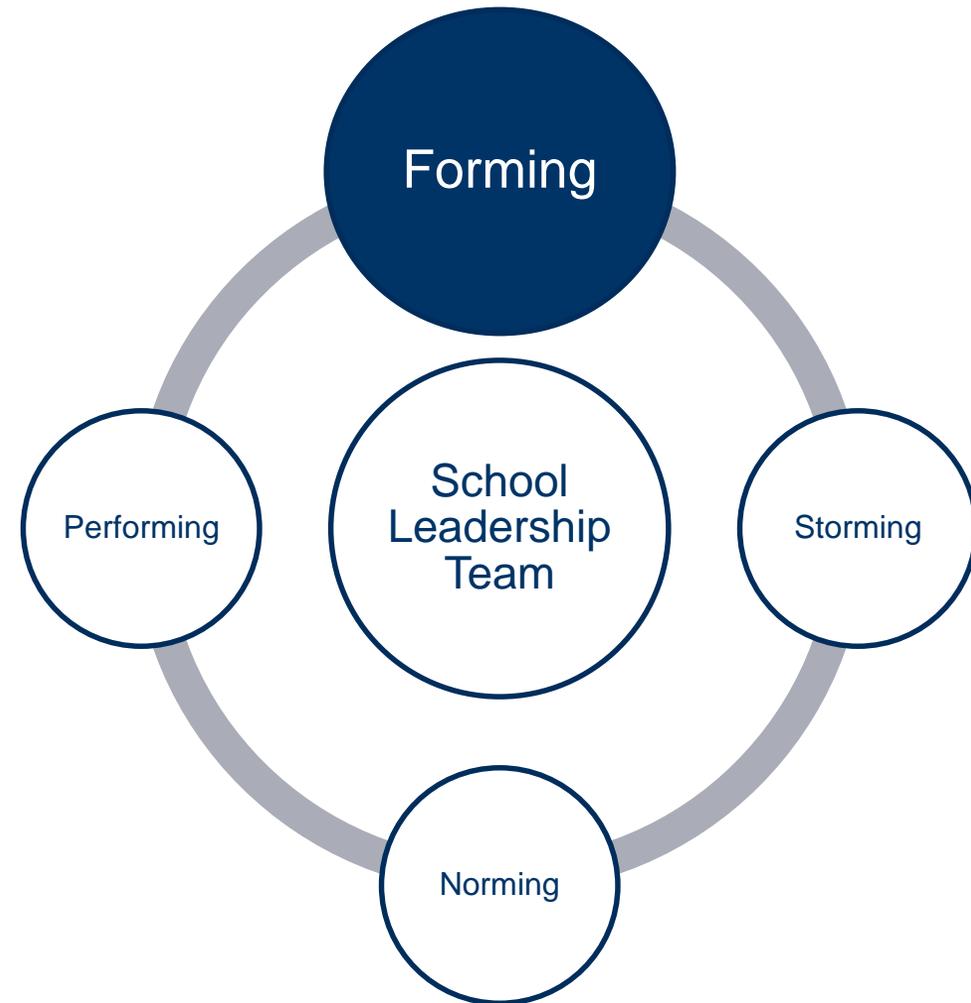
Bruce Tuckman, Ph.D - Stages of Team Development

Team Development: Understanding the Team

Forming – the group is under development and generally people are concerned with being accepted by others. Team members may be getting to know one another and most try to avoid controversy or conflict.

Characteristics

- Individuals may not be clear on what they are supposed to do
- The mission isn't owned by the group
- Wondering where we're going
- No trust yet
- High learning
- No group history; unfamiliar with group members
- Norms of the team are not established
- People check one another out
- People are not committed to the team



Bruce Tuckman, Ph.D - Stages of Team Development

Team Development: Understanding the Team

Storming - the group is concerned with how they work together. They are testing out where they fit into the group. The group is likely to be showing signs of disagreement and as well as lively debates and discussions.

Characteristics

- Roles and responsibilities are articulated
- Some members of the team are functioning at a high level and others at a lower level
- Ideas are generated and disagreed with
- Certain tensions become manifest as the team attempts to resolve conflicts
- Members are learning how best to work with one another



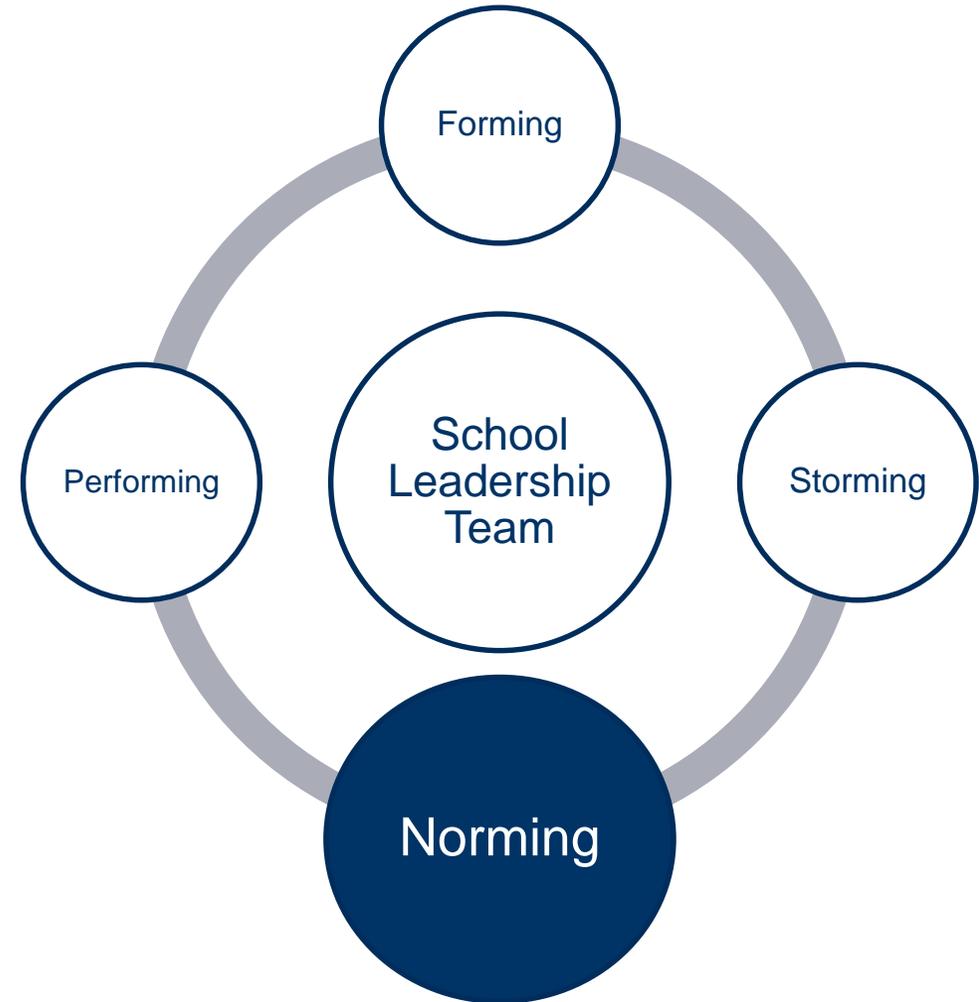
Bruce Tuckman, Ph.D - Stages of Team Development

Team Development: Understanding the Team

Norming – the group is starting to feel more comfortable with working with each other. Far more is being achieved at this stage, and most team members take responsibility for and care about the team's success in achieving its goals.

Characteristics

- Success occurs
- Team has all the resources for doing the job
- Appreciation and trust build
- Purpose is well defined
- Feedback is high, well received and objective.
- Chair reinforces team norms
- Members self-reinforce team norms.
- Hidden agendas become open and less
- Team is creative
- Individuals are motivated to give their best



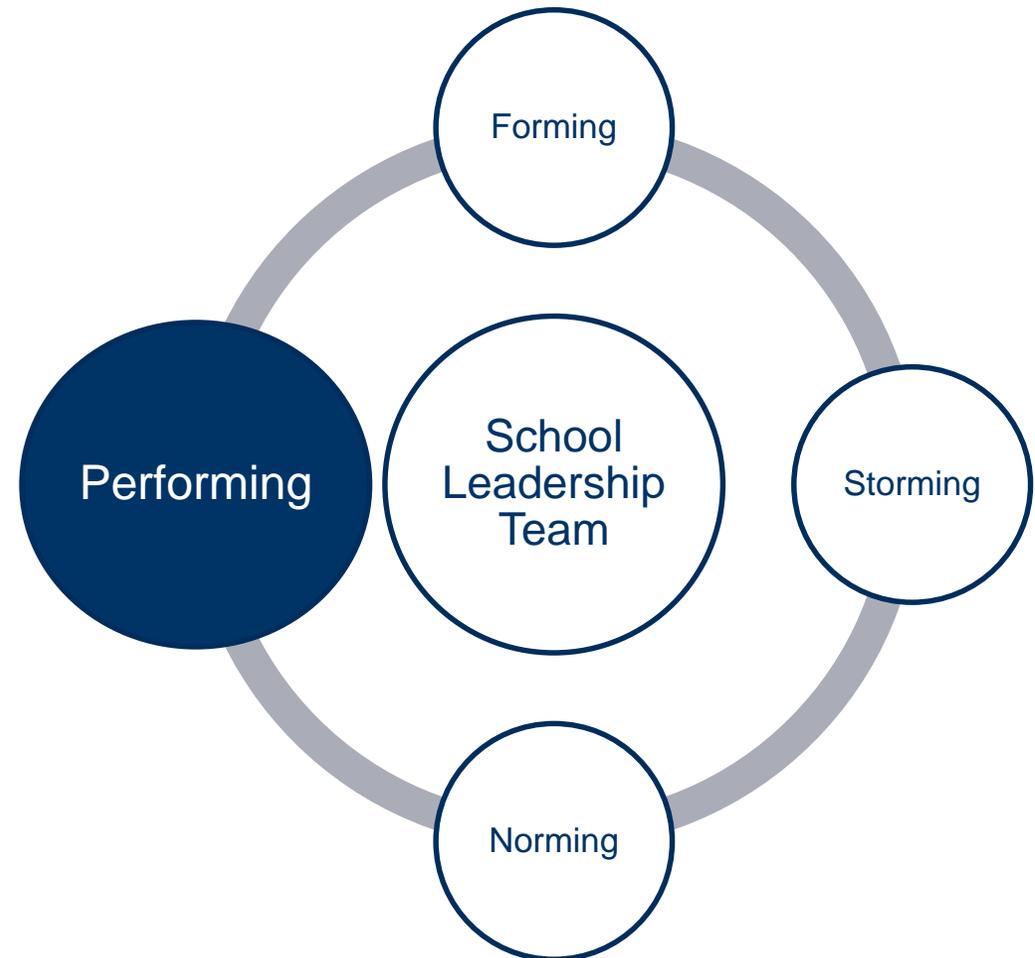
Bruce Tuckman, Ph.D - Stages of Team Development

Team Development: Understanding the Team

Performing – the group is now a high performing team! The goals are being achieved in an atmosphere that is often relaxed and purposeful. The team is likely to be feeling confident at this stage with a really open and honest dialogue taking place.

Characteristics

- Maintain traditions
- Praise and flatter each other
- Self-evaluate without a fuss
- Share leadership role in team based on who does what the best
- Share rewards and successes
- Communicate all the time
- Share responsibility
- Delegate freely within the team
- Commit time to the team
- Keep raising the bar 0 new- higher goals
- Train to maintain the team spirit and functionality



Key Areas of Development – Group Dynamics

Share one idea this article gave you for improving SLT meetings in your school.

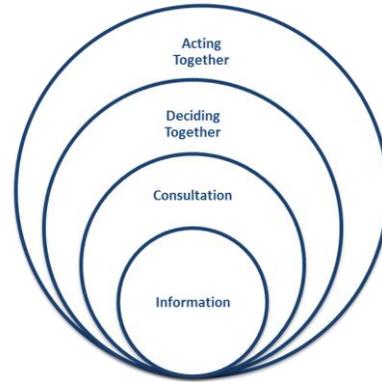
The 6 Group Dynamics Of High-Performing Teams

- Everyone on the team both talks and listens. No one dominates the conversation.
- The interactions are energetic with a lot of face-to-face communication.
- People connect with one another directly - not just with or through the team leader.
- Side conversations are carried on within the team.
- People from time to time go outside the group and bring relevant outside information back in.
- Individual contributions/talents are less important than successful communication patterns

Then & Now

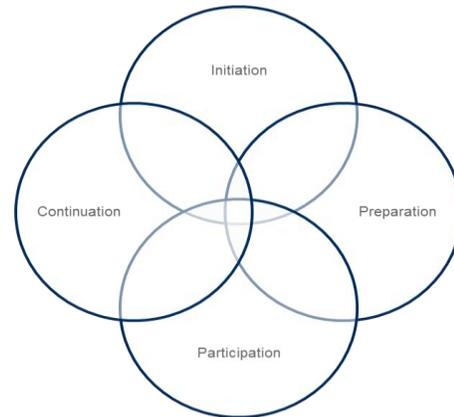
1. Strategy

Shared Information
Goals & Policies
Allocated Resources
Program Operation



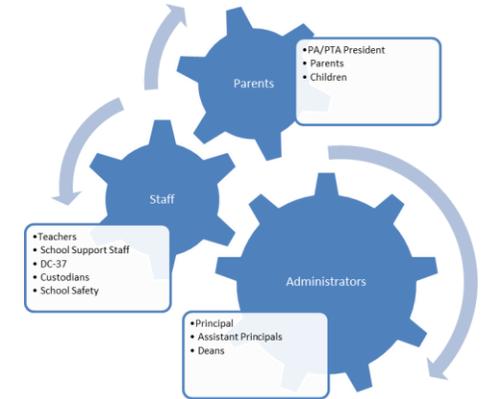
2. Life Cycle

Initiation
Preparation
Participation
Continuation



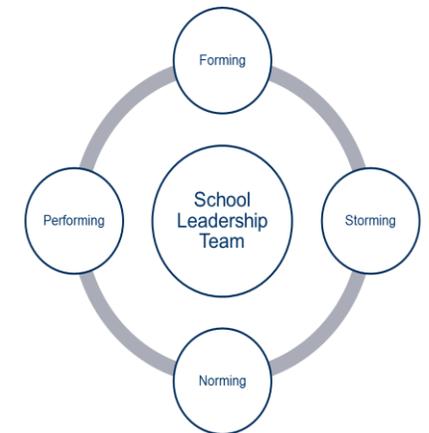
3. Mechanics

Constituencies
Human Capital
Talent Pool



4. Group Dynamics

Communication
Respect
Cooperation
Trust



Resources

MindTools.com online training resource with more than 1000 management, leadership and personal effectiveness skills training and insights, all focused on helping you excel at work.

The Guide to Effective Participation

by David Wilcox

<http://partnerships.org.uk/guide/index.htm>