

Structuring

Initial Activity

Developing Team Norms

Approximate Time: 20-30 min.

Set up/Materials

Needed:

1. Sticky poster paper or white board

2. Markers



3. Article “Norms Put the Golden Rule into Practice”

4. Focusing Four Consensus Activity

5. When Establishing Norms Consider doc.

Group Size: any (large or small)

Slides To Use With This Activity:

<p>Leadership Team Norms Activity</p> <p>What: Read handout “Norms Put the ‘Golden Rule’ into Practice” 7 minutes</p> <p>Why: To gain insight as to the reasons we develop norms and the next steps after they are developed</p> <p>How: Read silently, make notes/highlight and look up when completed</p>  	<p>Putting Norms into Practice</p> <ol style="list-style-type: none">1. Creating2. Publicizing3. Enforcing4. Evaluating
<p>Considerations</p> <p>What: Read handout “When Establishing Norms, Consider:” and begin brainstorming individual values</p> <p>Why: To contribute to the brainstorming session of today’s collaborative work developing norms</p> <p>How: After reading, individually begin brainstorming your ideas in the right hand column of the paper.</p>	<p>Activity: Focusing Consensus</p> <p>Brainstorm Clarify Advocate Canvass</p>

Set Up:

Ask teams to read and respond to the short article, using the “When Establishing Norms, Consider....”

Lead team through the Focusing Four Activity— When you think about effective teams, that raises the question of how they work so efficiently? So that will be our focus of today. So our question of the day is: What norms does the Manhattan District Leadership team need in order to be effective and efficient? Take a moment with someone near you and check your understanding. Can someone clarify or summarize the task for me?

During the brainstorming session there will be no questions, we want to get out as many ideas as we can in a short amount of time. We can wordsmith them later, so they do not need to be complete sentences. During clarification you can ask questions to gain more information or ask to combine items. During Advocacy you can influence others by talking in favor of certain norms. It should be positive and brief. A nonexample would be “I don’t like that one because....”

Canvassing is where we will identify the items with a number and you will be able to vote on the most important by handcount. We will analyze the data and decide on our norms. Everyone repeat with your partner what we are going to do in each of these steps.

Brainstorming: We will come up with 10-18 ideas for norms. If one of yours is up there, no need to restate because we will be able to vote on it later. Be brief and to the point. Please raise your hand to be called on.

Now we will clarify- Are there any items up here that someone needs additional information on to understand what is meant?..... Author please?

During the advocate stage you will now be able to talk in favor of items that you feel more strongly about. First talk to a partner. What are some things that you might advocate for?

We can also combine items in this stage if we need to. (does anyone see that separate enough that they object?)

During this final stage you will raise your hand for ___ items that you would like to vote in favor for being a norm for your team.

After it is all over: What items are coming up more often? Raise your hand if one of your top picks was chosen?

The Focus Four sheet attached can be shared with teams to lead a similar activity in their schools, should they ask for the directions to do this.

Topics:	Proposed Norm:
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Focusing Four Consensus Activity

Brainstorm

- Record brainstormed idea on chart paper
- Elicit ideas only
- Discourage criticism and questions
- Push for between 8-18 ideas

Clarify

- Ask of any items need to be clarified
- The author provides clarification
- Facilitator observes the questioner during clarification and stops the clarification when questioner indicates non verbally or other wise that they understand.

Advocate

- Participants may advocate for as many items as they wish and as many times as they wish
- Statements of advocacy must be phrased in the positive
- Statements of advocacy must be brief.

Canvass

- Ask, individuals in group to identify which few ideas they feel are most important
- Determine the few is: one-third plus one Example: $12/3 = 4+1 = 5$ Votes
- Take a hand count

When Establishing Norms, Consider....

<p>Time</p> <ul style="list-style-type: none"> • When do we meet? • Will we set a beginning and ending time? • Will be meet and start on time? 	
<p>Listening</p> <ul style="list-style-type: none"> • How will we encourage listening? • How will we discourage interrupting? • How will ensure that everyone is heard? 	
<p>Confidentiality</p> <ul style="list-style-type: none"> • Will meetings be open? • How will we ensure confidentiality? • What can be said after the meeting? 	
<p>Decision Making</p> <ul style="list-style-type: none"> • How will we reach decisions? By consensus? • How will we deal with conflict? • How will we enable participants to openly address individual issues? 	
<p>Participation</p> <ul style="list-style-type: none"> • How will we enable all participants to have an honest discussion? • How will we ensure everyone on the team participants? 	
<p>Expectations</p> <ul style="list-style-type: none"> • What do we expect from team members? • How will we ensure that everyone lets go of their personal agendas for the benefit of the team and vision of our district? • How will this not be viewed as a 'secret meeting' by other staff members that are not part of the team? 	