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***Building Strong Team-Based Leadership* Module:**

**Team Time Companion Guide**

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| 1. **Team Practices**

 Following individual reflection on personal teaming experience, reflect on and share effective and ineffective teaming experiences. Identify 2-4 common experiences in both categories.  |
| Effective Teaming Practices  | Ineffective Teaming Practices  |
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| Select one common effective habit that the team would like to prioritize moving forward:  |

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| 1. **Team Representation**

List every team member's name and their job title/role to analyze how representative your team is. Then discuss and answer the prompts below.  |
| Team Member Name  | Team Member Job Title/Role |
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| Thought prompts:* Is our team reflective of the population we service?
* Who are the key stakeholders on our team?
* Do we have team members who can speak to our desired outcomes?
* Do we have someone with authority who can make important decisions?
* Do we have representation from typically underrepresented groups (students, families, community, BIPOC, LGBTQ+, disability community)?
* Do we have relevant expertise (credentialed and/or lived experience) in the fields of social-emotional-behavioral, mental, and physical health?
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| 1. **Working Smarter Team/Committee Mapping**
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| Use the [Working Smarter Team/Committee Map Worksheet](https://www.delawarepbs.org/wp-content/uploads/2022/04/Working-Smarter-Teaming-Map.docx) to complete the outlined steps. |
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| What conclusions were made as a result of mapping teaming structures in order to identify the need for a new team or expansion/modification of existing team to fulfill goals of district or school’s Strategic Plan?  |

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| 1. Communication Planning
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| Follow the prompts on the [Team Communication Plan Template](https://www.delawarepbs.org/wp-content/uploads/2022/04/Team-Communication-Plan-Template.docx) to strategically plan cross-team communication. Reference [Team Communication Plan Sample](https://www.delawarepbs.org/wp-content/uploads/2022/04/Team-Communication-Plan-Sample-.docx) for support.  |
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| 1. Identify the **Purpose, Function, and Authority** of your team
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| Team Purpose: *Why are we here? What is our shared mission?*  |
| Team Function: *What do we need to accomplish during our time together? What do we have to accomplish and what do we want to accomplish? What are our goals? What is expected of us?*  |
| Team Authority: *Which stakeholders do we need to collaborate with, respond to, and communicate with?* |
| Other Resources: * [Determining a Team’s Mission and Vision Activity](https://brightmorning.wpengine.com/wp-content/uploads/2018/10/Exhibit-4.2-Determining-a-Team%E2%80%99s-Mission-and-Vision.pdf) *The Art of Coaching Teams* by Elena Aguilar
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| 1. **Team Meeting Process (e.g. Agreements/Expectations)**
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| 1. First, use the instructions found on the [Core Values](https://brightmorning.wpengine.com/wp-content/uploads/2020/04/Core-Values.pdf) worksheet to individually determine each team member’s top 3 core values.
2. Then, share top 3 core values as a group and select 3-5 values that will become the team’s shared expectations. Make note of overlaps and differences to use as team discussion prompts.
3. Next, operationally define the 3-5 positively stated expectations by noting what each of them **look** and **sound** like during a team meeting.
4. Finally, use the [Team Behavior Matrix Template](https://www.delawarepbs.org/wp-content/uploads/2022/04/Team-Behavior-Matrix-Template-.docx) to create your team’s matrix, complete with shared expectations and defined behaviors. Reference the Team Behavior Matrix Example for some additional ideas.
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| Other Resources: * [Example of Agenda for Norm Building](https://brightmorning.wpengine.com/wp-content/uploads/2018/10/Exhibit-5.2-Example-Of-Agenda-For-Norm-Building.pdf) *The Art of Coaching Teams* by Elena Aguilar
* [What Do Our Norms Mean](https://brightmorning.wpengine.com/wp-content/uploads/2018/10/Exhibit-5.3-What-Do-Our-Norms-Mean.pdf) *The Art of Coaching Teams* by Elena Aguilar
* [Reflections Questions on Our Norms](https://brightmorning.wpengine.com/wp-content/uploads/2018/10/Exhibit-5.4-Reflection-Questions-On-Our-Norms.pdf) *The Art of Coaching Teams* by Elena Aguilar
* [Procedural and Behavioral Norms](https://brightmorning.wpengine.com/wp-content/uploads/2018/10/Exhibit-5.1-Examples-of-Norms.pdf) *The Art of Coaching Teams* by Elena Aguilar
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| 1. **Team Roles and Responsibilities:** Review team meeting core roles and identify individual team members who will serve in these roles. Be thoughtful about individual strengths, interests, and capacity. Don’t forget to identify a back-up for each role!
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| Facilitator:  | Back-Up Facilitator:  |
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| Notetaker:  | Back-Up Notetaker:  |
| Data Analyst:  | Back-Up Data Analyst:  |
| Timekeeper:  | Back-Up Timekeeper:  |
| Other Resources: * [DE-PBS Tier 1 Team Member Roles Handout](https://www.delawarepbs.org/wp-content/uploads/2022/04/Team-Roles.docx)
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| 1. **Team Organization**
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| Review [Team Meeting Agenda Template.](https://www.delawarepbs.org/wp-content/uploads/2022/04/Team-Meeting-Agenda-Template.docx) Discuss how this can serve to support cohesive systems. Make any changes needed to fit the needs of your team.  |
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| Other Resources: [TIPS II Agenda Template](https://www.delawarepbs.org/wp-content/uploads/2022/04/TIPS-Agenda-Sample-.docx) [Team Temperature Check](https://brightmorning.wpengine.com/wp-content/uploads/2018/10/Exhibit-3.1-Team-Temperature-Check.pdf) *The Art of Coaching Teams* by Elena Aguilar[Team Effectiveness Self-Assessment](https://brightmorning.wpengine.com/wp-content/uploads/2018/10/Appendix-B-Team-Effectiveness-Self-Assessment.pdf) *The Art of Coaching Teams* by Elena Aguilar |

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| 1. **Putting It All Together & Reflections**
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| * What are the shared outcomes we are working toward?
* How are we currently organized to do this work and what adjustments might enhance our ability to do this work (teaming structure alignment/working smarter)?
* What other voices could contribute to the effectiveness of this team?
* How do you already include youth & family voice and in what ways might you enhance your efforts (teaming, communication plan, leverage existing efforts)?
* What team operating procedures do we currently use and what practices might enhance our effectiveness & efficiency?
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| 1. **Continued Learning Opportunities**
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| Delaware Multi-Tiered System of Support (DE-MTSS) * [Overview](https://www.doe.k12.de.us/Page/4413)
* [Delaware 508 Multi-Tiered System of Support Regulations](https://regulations.delaware.gov/register/january2021/final/24%20DE%20Reg%20663%2001-01-21.pdf)
* [Implementation Tools for DE-MTSS](https://www.doe.k12.de.us/Page/4415)
* [DE-MTSS Professional Learning](https://www.doe.k12.de.us/Page/4414)
* [Delaware Multi-Tiered System of Support School Needs Inventory Rubric](https://www.doe.k12.de.us/cms/lib/DE01922744/Centricity/Domain/613/DE-MTSS%20School%20Rubric%20_1.19.2021.pdf)

Delaware Positive Behavior Support Project (DE-PBS)* [General website](https://www.delawarepbs.org/)
* [Professional Learning Opportunities](https://www.delawarepbs.org/pd/)
* [School Resources at Tiers 1, 2, and 3](https://www.delawarepbs.org/school-support/)
* [District Resources & Coaching Support](https://www.delawarepbs.org/district-support/)
* [Topics](https://www.delawarepbs.org/topics/)
* [Evaluation](https://www.delawarepbs.org/evaluation/)

Social, Emotional, Behavioral Wellbeing Plan * [General website](https://www.doe.k12.de.us/Page/4474)
* [Overview video](https://www.youtube.com/watch?v=wD1kvS_n5Dk)
* [SEBW FAQ](https://www.doe.k12.de.us/cms/lib/DE01922744/Centricity/Domain/616/SEB%20Proposal%20FAQs%20working%20draft%206.15.2021.pdf)
* [SEBW Monthly Newsletters](https://www.doe.k12.de.us/Page/4531)

TIPS II* [University of Oregon: Team Initiated Problem Solving Slides](https://www.marinschools.org/cms/lib/CA01001323/Centricity/Domain/133/Team%20Implemented%20Problem%20Solving%20Tips.pdf)
* [Center on PBIS: TIPS Training Meeting Video](https://www.pbis.org/video/tips-training-meeting-1)
* [Center on PBIS: A Team Using TIPS: Tier I Coordination Meeting (Abbreviated Meeting)](https://www.pbis.org/video/a-team-using-tips-tier-i-coordination-meeting-abbreviated-meeting)
* [Center on PBIS: TIPS: Tier II-III Coordination Meeting](https://www.pbis.org/video/a-team-using-tips-tier-ii-iii-coordination-meeting)
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