

Collaborative Teaming



Session Objectives

- Define Collaborative Teaming
- Explore team member strengths and roles
- Discuss group decision making
- Identify team norms or protocol
- Outline possible team roles





School Change Is A Journey Without A Roadmap

- Takes long time
- Happens in fits and starts
- More about changing relationships and culture
- Less about implementing latest educational fad
- Requires a motivated and skilled staff
- Needs a norm of continuous improvement

Fullan, *Change Forces: Probing the Depths of Educational Reform*, 1993.



Characteristics of Collaboration

- Collaboration is voluntary.
- When collaborating, everyone's ideas are valued.
- Collaboration requires a mutual goal.
- Collaboration includes shared decision making.
- Collaboration is based on shared resources.
- Collaboration includes shared responsibility of outcomes.



All team members bring unique experiences, backgrounds, and agendas to the table.



Personality IQ

What color are you?

Orange.....

Gold.....

Green.....

Blue.....



Orange - Activator

“Life’s a gift. Live in the moment.”

Attributes

- Adaptable
- Flexible
- Charming and Witty
- Easy-Going Nature
- Loves the Spotlight
- Stretches Boundaries

Leadership Skills

- Good in Crisis
- Quick to Make Decisions
- Open to Change
- Action Oriented
- Here and Now Solutions



Orange - Activator

“Let’s go for it now!”

Temperament

- Upbeat Manner
- Energetic
- Adventuresome
- Makes Work Enjoyable
- Create Quickly
- “Full of Life”

Stresses

- Deadlines
- Too Many Rules
- Sitting at a Desk
- Lack of Fun
- Waiting
- Lack of Choices



Orange - Activator

Work Best When...

- Have a sense of freedom
- Are able to live in the moment
- Are able to use their creativity actively
- They have daily variety and a little competition
- They are learning from life itself- very hands on
- Get direct results through immediate action
- There are tangible rewards or recognition- love contests!
- Are given opportunities to plan ideas



Gold - Organizer

“It should be this way.”

Attributes

- Hard Working
- Follows Rules
- Appreciates Service
- Organized
- Researcher
- Pays Attention to Details

Leadership Skills

- Always Prepared
- Dedicated
- Responsible
- Loyal
- Cautious Decision Maker
- Maintains Structure



Gold - Organizer

“The Golden Rule is my way of life.”

Temperament

- Likes Recognition
- Wants Facts
- Needs to Understand the Benefits
- Very Neat
- Dependable
- Thorough

Stresses

- Disorganization
- Chaos
- Irresponsibility
- Quick Change of Details
- Too Much Confusion



Gold - Organizer

Work Best When...

- They feel as if they are being useful.
- Have a sense of responsibility
- When the environment is close-knit (family like)
- They are able to do what they perceive to be “the right thing”
- There are scheduled time frames
- There are clear goals and step by step instructions
- They are given defined deadlines



Green - Analyzer

“My work is play.”

Attributes

- Persistent
- Abstract and Analytical Thinking
- Strives for Competence
- Quick Learner
- Avoids Small Talk

Leadership Skills

- Sees the Big Picture
- Complex Thinker
- Explores All Possibilities Before Making Decisions
- Conceptual- Visionary
- Analytical- Gathers All the Facts



Green - Analyzer

“I believe my creativity starts when choices end.”

Temperament

- Investigator
- Quiet
- Independent
- Complex
- Inventive
- Dislikes Complex Relationships
- Exhibits Competence

Stresses

- Emotional Outbursts
- Chit-Chat
- Lack of Independence
- Routine, Repetitive Assignments
- When others do not think they are correct



Green - Analyzer

Work Best When...

- They feel a sense of competence.
- They are intellectually challenged.
- They can work independently in a quiet setting.
- They are challenged with a good debate.
- They get to develop charts/models/diagrams.
- They use technology.
- Recognition is based on effort.

Careful... they do have deep hidden feelings,
you just don't get to see them very often.



Blue - Peacemaker

“Somewhere over the rainbow.”

Attributes

- Avoids Conflict
- Cause Oriented
- Daydreamer
- Makes Decisions Based on Feelings
- Shares Openly
- Personable
- Creates Harmony

Leadership Skills

- High Integrity
- Needs Purpose
- Easy to Talk to
- Democratic
- Team Builder
- Encourages Others
- Communication



Blue - Peacemaker

“Seeking truth and meaning is the purpose of life.”

Temperament

- Fulfilled Through Helping Others
- Sensitive and Spiritual
- Emotionally Sensitive
- Inspiring/Motivating
- Empathetic

Stresses

- Negative Criticism
- Gossip About Them
- Paperwork
- Deadlines
- Insincerity
- Stretching of the Truth
- Too Much Detail



Blue - Peacemaker

Work Best When...

- They feel as if they have made a real difference in the world
- Work with others
- Receive verbal positive praise
- The environment is colorful and cozy
- They are given the freedom to integrate art/poetry into work assignments
- The environment is informal and friendly





A rainbow of personalities allows for enriching conversations needed for growth!



RTI Leadership/Core Team Roles

Orange

Provide fun and entertainment, lighten things up

Drive decision making

Great person to lead the meeting

Gold

Organize agenda

Take detailed minutes

Great with follow-through



RTI Leadership/Core Team Roles

Green

Makes sure all the possibilities are explored

Appreciates having the agenda ahead of time

While they don't always have a lot to say, when they do share listen carefully because it is usually a very good point

Blue

Will provide treats for the meeting

Willing to compromise

Sensitive to others needs



Discuss the positive qualities of your leadership team members.

How can you capitalize upon these qualities?



Trouble In An RTI School

- Read scenario
- Take a few minutes to discuss these questions with your team.



Group Decision Making

- The goal is to reach consensus.
 - not the same as voting
 - involves give and take
 - requires compromise
 - involves all stakeholders



Group Decision Making

Consensus is achieved when...

- (1) all points of view have been heard and
- (2) the will of the group is evident even to those who most oppose it

~ Richard DuFour



Consensus is not necessarily everyone agreeing rather it is.....

-everyone having a say

-everyone agreeing to support or at least not sabotage the group's decision

~Courtney Peterson



Group Decision Making

- Fist or Five
- Red, Green, Yellow
- Thumbs Up, Down, Sideways
- Other Ideas



Developing Norms

- Principles and practices that define how we make decisions and resolve conflicts
- Ground rules or habits that govern the group ~ Goleman, 2002, p.173
- Norms can be:
 - Informal
 - Formal



Developing Norms

- We need to establish norms:
 - To ensure that all individuals have the opportunity to contribute in the meeting;
 - To increase productivity and effectiveness; and
 - To facilitate the achievement of our goals.

DuFour, Richard, et.al. *Learning by Doing*. 2006. Solution Tree



Talk with your group about the protocol or norms that you have established as a leadership team.

If you have not established any, talk about whether you would like to informally or formally. Maybe even brainstorm some ideas!



Sample Roles

- Facilitator
- Note Taker/Scribe
- Time Keeper
- Food Czar
- Celebrator



Role of a Facilitator

Facilitator

- Stick to the issues, not individual personalities
 - Be aware of what each person brings to the table
- Be prepared
 - Issues can become complex, be ready for anything
- Keep process going
- Recognize when constraints are blocking consensus and makes adjustments as needed



Time Keeper

- Monitors time
- Provides gentle reminders when time is almost up
- Stops everyone when allotted time is up
 - Suggest that topic is placed on the schedule to be revisited at a future meeting



Scribe

- Takes notes during the meeting
- Types up the notes and makes sure each team member receives a copy of the notes after the meeting



Other Roles

- Food Czar
 - Brings a snack for all to share
- Celebrator
 - Comes prepared to quickly share two items worth celebrating since the last meeting.
- Others?



Questions

- Discuss the idea of using a shared leadership model.
 - How will you identify who will fulfill each role at the meetings?
 - Are there other options you'll want to consider?
- How will you communicate the expectations for each role?
 - Job Descriptions?



RTI Leadership/Core Team Roles

- Facilitator
- Case Manager
- Time Keeper
- Scribe

Talk about the strengths of each color in each of the roles of the leadership team?

Orange.....

Gold.....

Green.....

Blue.....



Change is a given,
growth is optional.

Author Unknown



Change

- Faced with the choice between changing one's mind and proving that there is no need to do so, almost everyone gets busy on the proof.

~John Kenneth Galbraith

- Change is inevitable - except from a vending machine.

~Robert C. Gallagher

How Do You Handle Change?

