System: **Effective Leadership**

Structure: **Cultivating and Distributing Leadership**

Process Name: **Develop the Leadership Team Agenda**

School-level [x]  District-level [ ]

**Purpose of the process:** To organize productive, effective leadership team meetings that build collective leadership capacity that continuously improves outcomes for students.

**Who is responsible for monitoring this process?** Principal

| **Action Step** | **Position Responsible** | **Link to applicable tool(s)/resource(s)** | **Completion Date** |
| --- | --- | --- | --- |
| 1. Seek input (suggested agenda items and rationale for including the agenda items) from team members for upcoming meeting (one week prior to meeting)
 | Chair of Leadership Team | [How to Get Input from your Team Members](https://robinpowered.com/blog/how-to-get-your-team-to-participate-in-meetings-with-5-tactics-of-buy-in/) (Robin) |  |
| 1. Select agenda items that affect the entire leadership team
 | Chair of Leadership Team | [How to Design an Agenda for an Effective Meeting](https://hbr.org/2015/03/how-to-design-an-agenda-for-an-effective-meeting) (Harvard Business Review) |  |
| 1. Chair and Recorder meet to review and discuss the agenda items
 | Chair of Leadership Team |  |  |
| 1. Build agenda with items posed in question form that need to be answered by the leadership team (prioritize agenda items in case time limit is reached during the Leadership Team meeting)
 | Recorder for Leadership Team |  |  |
| 1. For each agenda item, note whether it is for information, for input, or for making a decision (for any item that requires a decision, list how that decision will be made by the team)
 | Chair of Leadership Team | [Eight Strategies for How to Make Group Decisions](https://dansteer.wordpress.com/2011/02/08/8-strategies-for-how-to-make-group-decisions/) (Dan Steer) |  |
| 1. Estimate and assign a realistic amount of time needed for each agenda item (remove items when the total time exceeds 90 minutes)
 | Chair of Leadership Team | [The Seven Imperatives to Keep Meetings on Track](https://hbr.org/2013/12/the-seven-imperatives-to-keeping-meetings-on-track) (Harvard Business Review) |  |
| 1. Ensure that the first three items on every agenda are the same:
	1. What changes, if any, should we make to the current agenda?
	2. What deltas from the previous meeting will we focus on during the current meeting?
	3. What is the status of each action item for our three School Improvement Goals?
 | Recorder for Leadership Team |  |  |
| 1. Ensure that the last item on every agenda is the same:
	1. What did we do well this meeting, and what should we change for the next meeting (plus/delta)?
 | Recorder for Leadership Team | [How not to Screw Up Pluses and Deltas](https://blog.gembaacademy.com/2007/03/29/how-not-to-screw-up-pluses-and-deltas/) (GEMBA Academy) |  |
| 1. Assign the leader who will facilitate each agenda item (different leaders for different agenda items)
 | Chair of Leadership Team | [Making Meetings Matter: Distributed Leadership](https://thefutureofwork.net/making-meetings-matter-distributed-leadership/) (The Future of Work. . .unlimited) |  |
| 1. Email the agenda to each Leadership Team member (for them to review, to plan to lead any assigned agenda item, and to offer any suggested changes)- three days before the Leadership Team meeting
 | Chair of the Leadership Team |  |  |
| 1. Make any necessary revisions to the agenda the day before the meeting (inform the Leadership Team members if there is a substantive change)
 | Recorder for Leadership Team |  |  |

**What is needed to complete the process (including funding if applicable)?**

* List of the previous meeting’s plus/deltas
* List of Leadership Team members and contact information
* Agenda template
* Copy of the School Improvement Plan with action steps for the goals

**How do you know when the process is implemented?**

When any edits are made to the agenda based on feedback from team members

**How long does the process typically take?**

One week

**What is produced/made by the process?**

A finalized Leadership Team agenda

**As you implement this process consider its impact and effect on the five Systems of Continuous Improvement.**

|  |  |
| --- | --- |
| Coherent Instructional System: | During the Planning with a Team structure within the Coherent Instructional System, the planning groups will be responding to student outcome data to inform their planning. That data, and what the teachers are planning to do about it, would be valuable information to feed regularly to the Leadership Team. |
| Effective Leadership System: | This straightforward process of developing a Leadership Team agenda is a prime and regular opportunity to grow leadership throughout the school. The Principal should focus much of his/her attention on the leadership development component, and resist the impulse to take over the actual work of this process. |
| Professional Capacity System: | The capacity of the following will need to be built intentionally: The Principal in how to shepherd and monitor and help improve the Leadership Team Agenda Development process; the Chair of the Leadership Team in how to prioritize, how to focus, how to develop others to take ownership of agenda items, etc.; the Leadership Team members in how to research and study before team meetings to make them more effective, how to lead agenda items, how to self-reflect, etc. |
| Supportive Learning Environment System: | The RTI Coordinator should be engaged in the Leadership Team process: by sending agenda items for agenda consideration, and by using the Leadership Team to make decisions that will improve the school’s MTSS process. Consider having the RTI Coordinator on the Leadership Team. |
| Family & Community Engagement System: | Certain items on the agenda require the Leadership Team to make a decision. The decisions made during these Leadership Team meetings should be including in the school’s monthly e-newsletter that goes to parents and community members. |

***Disclaimer:***

We have taken all reasonable care to ensure that the information contained within these pages is accurate and up-to-date. We do not endorse any non-Georgia Department of Education websites or products contained within these pages or through external hyperlinks. This document contains only a sampling of available resources and in no way should be considered an exhaustive list of available resources. It is at the discretion of individual districts and schools to determine appropriate resources to serve stakeholders.