

## The Supervisor's Role in Improving the Effectiveness of Team Members

By Marvin Fairman and Jerry Cook

We believe the most effective way to teach those we supervise is to model what we expect. Therefore, we encourage leaders of leaders to model and integrate the following strategies into their day-to-day activities. So doing will send a powerful message to team members that Organizational Health is “**not something else we have to do**” but something that will “**help us do what we do and do it more effectively.**” Consistent with the old adage that “values are caught, not taught,” we encourage leaders of leaders to be very intentional about modeling all or some of the following best leadership practices.

### Things we can model.

1. Being a student of Organizational Health; understanding the Beliefs, Dimensions, and Conceptual Models and being willing and able to apply and integrate these concepts and frameworks into our daily work. Formalizing our leadership commitments to these belief statements and requesting that team members help hold us accountable. (see attachment 1b)
2. Improving the quality of our meetings by incorporating process observers into the meeting structure. (See Embedding the Leadership Beliefs into your Organization.) We could start with just LB # 1 and add others one at a time in future meetings.
3. Posting meeting agendas at least 24 hours prior to the meeting using the Goal Template.
4. Establishing, posting, and using ground rules for all meetings.
5. Highlighting the Leadership Models during meetings will help team members think conceptually as referenced in Stages 5 and 6 in the Team Development Model. Posters can be displayed on conference room walls, and the various models can become a part of presentations and discussions.
6. Encouraging team members to establish group norms that will guide their behaviors outside of the meeting structure. By definition, leaders cannot impose group norms.
7. Establishing an Organizational Health Planning Guide and make it a working document by:
  - a. Sharing the Planning Guide with team members and keeping them up-to-date by having progress notes recorded.
  - b. Adding new tasks as needed during the course of the year.
8. Creating an Instructional Focus Team appointed by their leader and an Operational or Advisory Focus Team elected by their peers that models a best practice for schools.

## Things you would expect to see at all schools during your routine site visits.

1. School mission and goals posted in key places.
2. Data tracking progress toward goals displayed in key places.
3. Organizational chart displayed in key places.
4. Ground rules displayed in the conference room.
5. Group norms displayed in the faculty lounge and work room.

## Things to look for, acknowledge, and engage in conversations while on scheduled or unscheduled site visits.

1. Prepare in advance by reviewing the Organizational Health profile and associated Planning Guide.
2. Request to see the updated Planning Guide and discuss the status of specific tasks.
3. Look for evidence that they are "working the plan."
4. Acknowledge and offer praises for observed changes that have been accomplished.
5. Seek information and ask questions about the status of other steps.
6. Provide open and honest feedback and create an appropriate time and place for courageous conversations when needed.
  - a. When the planning guide has not been moved forward on schedule.
  - b. When tasks have been implemented but with less fidelity than expected.
  - c. When things that may be negatively impacting the overall organizational health of the unit are observed.
7. Ask questions and look for evidence that they have adequate structures and systems in place.
  - a. School Goals are known, and that progress toward the Goals are being tracked.
  - b. Look for evidence that they have an active Instructional Focus Team.
  - c. Look for evidence that they have an active Operation Focus Team or Advisory Council.
  - d. Look for evidence that formal communication and problem solving systems are in place and are working effectively.