



Leadership System - *Develop the Desired District Climate and Culture*

District and building leaders establish norms for engagement, dialogue, and response to address challenging issues and actions.

PRACTICE 7

PREPARATION

GETTING AWARE

District leaders inventory norms and meeting protocols for internal decision-making or advisory groups within the district to determine possible needs or options for district-wide implementation. District leaders explore examples of such norms and protocols from existing research on successful practices.

GETTING READY

District leaders review existing norms and determine whether common norms should be expected of all district or building level groups. District leaders explore protocols that can be used within such groups to collaboratively develop norms and standard implementation protocols for decision-making or advisory groups.

PROGRESS INDICATORS

GETTING STARTED

District and building leaders establish meeting norms and expected practices for all standard interactions. Leaders model such practices and provide training to other leaders (district and building leaders and leaders of collaborative teams) around these norms and communication practices.

GETTING BETTER

District and/or building leaders work with all collaborative teams within the district to establish shared norms and expectations for engagement, and allow each team to adapt or modify these norms in ways that meet the specific needs of the team. District and building leaders provide access to training on conflict resolution, meeting facilitation, and effective feedback for participants on such teams.

KEEP IMPROVING

District and/or building leaders work with collaborative teams to establish a common set of norms for meetings, staff collaboration, and community engagement. These processes include protocols and considerations for group adaptation of norms. Leaders establish a timeline for decision-making functions to ensure that decisions involving contentious policies or practices seek involvement from different perspectives. Depending on district size and capacity, districts might establish an ombudsman role to review and advocate for individuals on challenging issues that directly affect them.

RESEARCH REFERENCES FOR THIS PRACTICE:

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