

Effective Team Meetings - Practice Profile

Core Component	Contribution to the Outcome	Expected Use in Practice	Developmental Use in Practice	Unacceptable Use in Practice
<i>Description of this component</i>	<i>Describe why this core component is important to achieving the outcome</i>	<i>Description of practitioner behavior</i>	<i>Description of practitioner behavior</i>	<i>Description of practitioner behavior</i>
<p>Prior to meeting: Prepared agenda materials and participants</p>	<p>An agenda based on reflection of progress is critical to the fidelity of a professional learning community. The collective commitment of the group represents the individual voices of each team member.</p>	<p>Agendas are sent to team members prior to the meeting date. Participants have reflected upon agenda prior to meeting date. A collectively prepared agenda includes:</p> <ul style="list-style-type: none"> ● agenda items that will be addressed at the meeting, ● who will be addressing each topic, ● the time allotted for each item. ● items brought forward from previous meetings, ● required materials: prepared and/or shared prior to the meeting, or identified as an individual's responsibility to bring to meeting. 	<p>Prepared agenda may or may not connect to previous meetings. Team members might preview before the day of the meeting and come partially prepared.</p> <p>Minimal reflection to create agenda occurs.</p>	<p>No agenda is prepared or shared with team members. Agenda is used for documentation or compliance only. No reflection to create agenda occurs. Tasks and facilitator of items are unknown and/or unclear.</p> <p>Team members do not prepare prior to meeting</p>
<p><u>Focusing the meeting:</u></p> <ul style="list-style-type: none"> ● Grounding in Mission, Vision, Values, Goals, ● Identify purpose, ● Review roles and norms, ● Make connection to the previous meetings 	<p>Effective teams possess clarity of focus, purpose, roles, values, and norms. All activities connect to the mission and vision of the organization with consideration of previous work and ongoing plans.</p>	<p>The facilitator of the meeting clarifies the focus of each meeting, along with the connections to previous and subsequent meetings. A team member(s) provide necessary prompts relative to mission, vision, values and norms. Roles are equally shared among team members. Values are evident in the words and actions of team members</p>	<p>Teams are aware of mission, vision, values, roles and norms need prompts or supports to acknowledge them before and/or during the meeting.</p> <p>A clear focus might need to be restated and/or clarified. Roles are not shared equally among team members.</p>	<p>Teams do not review mission, vision, values, and/or identify a meeting purpose. No roles or norms are assigned or reviewed. There may be a disconnect from previous focuses/meetings. Actions of the team are not aligned with stated values.</p> <p>There is no momentum for the work of the team provided by a connection to ongoing plans and objectives.</p>

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Use an appropriate process or protocol for each agenda item	Defined processes and protocols provides maximum engagement while working efficiently and effectively towards a conclusion	Teams use a wide range of processes or protocols to guide the critical learning and outcomes of the team.	Inconsistent use of team protocols or processes. Teams use the same processes or protocols for most agenda items.	No process or protocols are used by teams. Team members indicate that meetings are all talk and no action/outcomes.
All team members engaged	Maximizing multiple viewpoints and drawing upon the expertise of the group increases the likelihood of commitment and follow through.	Members encourage involvement of all team members and function interdependently to achieve common goals. Members interact with materials, potentially providing new insights while promoting interpersonal involvement during team meetings. Members self-monitor use of technology and other distractions. Designated facilitator helps the group attend to engagement.	Most members participate but are not intentional regarding the involvement of others in the meeting. Some members may be inattentive or engaged in other activities.	Some members contribute in a very limited capacity. Members may engage in other activities unrelated to the agenda topics during the meeting. Members may leave and return to the meeting, once or multiple times, resulting in gaps of understanding.
Effective use of time	Effective management of a meeting maximizes the critical resource of time.	Agendas include approximate time allotments and team collaborates on extensions or changes to time allotments. Designated timekeeper helps the group to use time to achieve identified priorities. Meetings begin and end at the stated times, including scheduled breaks.	Time management practices are inconsistent. If identified, timekeeper does not fulfill expectations of the role.	Group does not appear to be aware of time constraints. Individuals may engage in side conversations or entire group detours from designated topic. No designated timekeeper.

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Minutes recorded and published	<p>Effective teams utilize group minutes to serve both as documentation and communication</p> <p>Effective minutes are able to refresh anyone as to the essential information, actions and accomplishments of the meeting.</p>	<p>Team's recorder periodically and accurately summarizes key decisions and next steps; group affirms shared understanding. Minutes are used to orient the team by making connections to prior work, ensuring that next steps are assigned a responsible party and due date and include plans for subsequent meeting agendas. Minutes are easily accessed by appropriate audiences in multiple formats (paper, electronic, etc)</p>	<p>Group minutes are taken but lack clarity and are not used by members. Are not easily accessible to appropriate audiences.</p>	<p>Group minutes are not taken, are inaccurate, and/ or lack enough detail to understand decisions made and actions planned. Minutes are not shared with the group.</p>
Identify next steps	<p>It is critical for all team members to have a clear understanding of the intended next steps to complete the work of the team.</p> <p>These actionable items will keep the team moving forward toward the plan and goal.</p>	<p>Team has carefully identified specific steps through planning/scope and sequence. Planning document is utilized regularly in team meetings. Actions and assignments have expectations for completion by dates specified in planning, including assigning to specific team member(s). Specific steps are being taken to advance the priorities of the team.</p>	<p>Planning documents are not thorough, lacking specificity that promotes continuous forward movement. Team has a plan for next steps but is not utilized with consistency.</p>	<p>Little or no planning has been completed. Team has not identified next steps related to the plan. Team may identify new steps unrelated to their goals, objectives or plan. Steps are not taken to advance the priorities of the team.</p>

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Establish and utilize communication loops between multiple teams in the system	Clear, predictable, and consistent communication loops are required for efficacy of any system. The strategic alignment of system-wide resources, policies, practices, and initiatives is only possible with a collective understanding of the work of internal and external stakeholders.	Systems are consistently used by all members. Communication is universally transparent to all individuals within the system.	Teams communicate; however, there is no specific process or procedure, thus leading to a lack of knowledge of team needs or fidelity of teams to their structure and purpose.	Communication loops are currently not effective within and outside of the team. No efforts to develop a communication loop or process. No regular communication among teams.
Reflection, Feedback and Celebration	All participants should provide their perspectives and feedback in order to model continuous improvement and improve team effectiveness. Celebrating accomplishments sustains energy for effort and affirms relationships in the team.	Systems are carefully monitored and the resulting information is used to make adjustments designed to build the collective capacity of the group in order to be successful. Accomplishments are summarized and celebrated. Team members are empowered to reflect and provide feedback on values and norms as well as tasks.	Systems are inconsistently monitored. Reflection focuses on task completion. Feedback is not given or does not contribute positively to capacity building. Accomplishments are not intentionally celebrated. Team's perception of values and norms may differ from reality.	Not all participants reflect and/or contribute feedback to the team's growth. Teams do not reflect on values and norms.

