

Commando Joe's Founder Mike Hamilton

What makes a great leader? How to support behaviour and culture change in schools







“

What we have learned and relearned in our Army is that unit cohesion and teamwork are what give individual soldiers the confidence to use initiative, to be resourceful, and to be all they can be. A soldier always wants the best to be at his front, rear, right and left, trained to stay there regardless of what may happen.

”

*Glen E. Morrell
Sergeant Major
U.S Army*

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Creating a compelling culture

PUPILS – Being inspired and motivated to engage and improve their learning behaviours

Confident, self-assured learners. Their excellent attitudes to learning have a strong, positive impact on their progress. They are proud of their achievements and of their school.

Able to recognise the difference between right and wrong and to readily apply this understanding in their own lives

Understand the consequences of their behaviour and actions

Sense of enjoyment and fascination in learning about themselves, others and the world around them

Interest in exploring, improving understanding of and showing respect for others differences

TEACHERS – Implementing a compelling culture for pupil learning behaviours

Set high expectations which inspire, motivate and challenge pupils.

Manage behaviour effectively to ensure a good, safe learning environment.

Demonstrate professional regard and consistently high standards of professional and personal conduct.

LEADERS - creating the compelling culture for learning behaviours

Hold and articulate clear values and moral purpose, focused on providing a world-class education for the pupils they serve.

Lead by example, communicate a compelling schools vision...empowering all staff and pupils to excel

Provide a safe, calm and well ordered environment for all pupils and staff...

Work with other schools and organisations-in a climate of mutual challenge - to champion best practice and secure excellent achievements for all pupils

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Integral Components



Self confident
Adaptable
Decisive
Resilient
Manage self
Creative

Inspire
Delegate
Empower
Gain commitment
Take responsibility
Hold others to account



Coherent vision
Presence
Feedback
Listen
Clarity
Consults/negotiates

Think strategically
Analyse and interpret data
Focus on solutions
Identifies and uses
experience and expertise
Challenges and motivates
to achieve goals
Observes critically

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Team Effectiveness Framework-

Core attributes



Developing Self	Communication skills	Working with others	Leadership skills
Self confident	Coherent vision	Inspire	Think strategically
Adaptable	Presence	Delegate	Analyse and interpret data
Decisive	Feedback	Empower	Focus on solutions
Resilient	Listen	Gain commitment	Identifies and uses experience and expertise
Manage self	Clarity	Take responsibility	Challenges and motivates to achieve goals
Creative	Consults/ negotiates	Hold others to account	Observes critically

No team member left behind!

Team-working is about the ability to inspire, develop and reinforce in ourselves and others the core values of the organisation and its ethos.

Applying critical staff behaviours needed so that we do the right thing on a difficult day!

Aim: To provide a vibrant and enriching **military style** training and development experience – Extending individual staff behaviours which contribute to effective teamwork.



Knowledge of core personal skills and attributes and their contribution to effective teamwork



Understanding of military ethos and values and their contribution to effective team-building



Ability to apply, evaluate and review team/individual effectiveness



Identify learning and development to extend team/individual effectiveness within school based practice

Ethos and Values



Our distinctive character, spirit and attitude that is necessary to pull together as a team. In order to deliver outcomes no matter the challenges of environment.

We place the organisations success above self and strive to be courageous in the face of adversity and risk.

Sustained by strong leadership, high professional and personal standards, we are bound by a strong sense of tradition and belonging to an organisation of which we are immensely proud



Respect – Self and mutual



Integrity – Moral courage, honesty, responsibility, justice



Service – Physical courage, loyalty, commitment, teamwork



Excellence – Personal, Pride, Discipline

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“ Effective leaders and their teams are driven by the overarching commitment to serve the needs of all children ”

Keith Grint

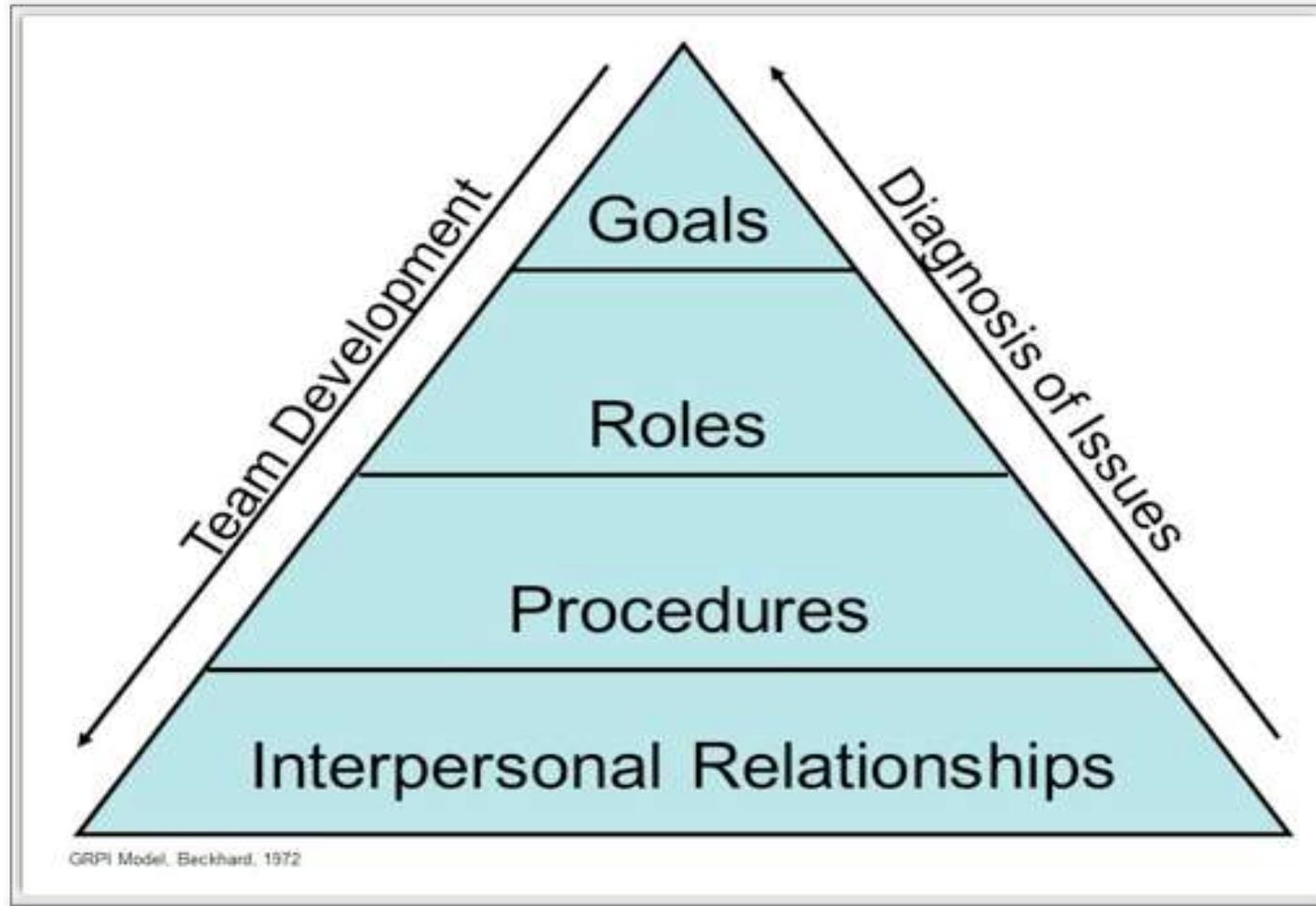
“ Any leadership activity that does not make a direct contribution to the quality of teaching and learning is either a distraction or an indulgence ”

John West-Burnham, 2012

“ Leadership is the capacity and the will to rally men and women to a common purpose which will inspire confidence...but must be based on a moral authority –the truth. ”

Field Marshall Montgomery

BECHARD TEAM EFFECTIVENESS MODEL



Team Effectiveness Characteristics



Goals

Fully aware of purpose and expectations for team activity
Are committed to the task and the team direction

What are the team trying to accomplish?



Roles

Has clear role and take shared responsibility – are accountable for actions
Team members are secure in their individual capabilities and roles

Who does what?



Processes

Investigates and seeks meaning – ensuring understanding and agreement in the team
Plans in order to address issues/complete activates
Manage decision-making, agreement and disagreement
Focusses on team success and positive solutions

How the work gets done?



Relationships

Listen and talk to each other
Are supportive and encourage each other
Trust and respect each others views – challenge each other
Able to receive and give feedback

How the team members interact?

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Using the GRPI model improves team efficiency and efficacy by enabling the leaders and team members to focus directly on the most critical actions for strengthening team performance. Instead of attempting to work on the team's stated tasks (and possibly failing), the team and leader can focus on creating an agenda that requires the team to explore individual and shared goals and to clarify roles and responsibilities. This planning means that, by consciously forming the group and agreeing on norms, the team can be more effective than if it followed a trial-and-error method followed by diagnoses and problem solving.



“80% of team conflicts were the result of unclear goals; so ensuring that the team shares an overriding goal or goals is a powerful step to improving performance. He further reports that the next most important factor is clear roles and responsibilities at around 15% and that the remaining two behaviors, processes and procedures and interpersonal relationships accounted for less than 5% of team failure.”

Tichy, 2007



Goals provide the foundation for any effective team or organization. Whether they are described as “shared values” or “shared vision”, there is some sense of purpose that the team shares. Goals provide a clear focus and direction for the team, an understanding of the current situation, and unify team members.

Unity of purpose – develop shared rather than individual goals

Members should learn to ask early for what they need from the team





Roles can be described as both formal and informal positions of authority or responsibility. They usually involve specific tasks, and each role within the team needs to be coordinated to support the achievement of the team's overall goals. An important aspect of roles is that each team member needs to have a clear understanding of who is doing what, who is responsible for what and what the limits of their authority are. When team members have a clear understanding of roles, it makes the team more effective.

Plan and train on critical activities

Assign roles based on capabilities and complementary skills





Processes are agreements that guide how the team works together in accomplishing its goals. Processes can include communication, training, decision-making, problem solving, and planning. There is usually also an informal process of communication, which helps the team to understand its activities and progress, and to evaluate its performance against its goals. It is very important that formal or informal processes are in place and agreed, so that the team can avoid conflict over these critical activities.

Developing a sense of Fair Process as a guiding principle

Planning, problem solving and decision-making

Accountability and learning

Developing talent and new competencies

Review what has happened and the agenda before each meeting





These are about how members of the team interact with each other and people in the larger organisation. The leader's style influences the interaction of the entire group and is critical to building trust and accountability. A leader who listens and provides timely feedback creates an environment where communication is encouraged and valued.

Share and explore heterogeneous experiences and backgrounds (differences)

Purposeful socialisation: Meet together as a team regularly and sometimes for socializing

Discuss and manage serious conflicts





INSERT prez task



Group activity (10 Minutes)

Feedback to another group the following from your evaluation –

- Significant factors contributing to team overall effectiveness
- What got in the way of making progress as a team?
- 3 team characteristics – strengths
- Significant leadership attributes impacting on the team and its success

