

Figure C3.1 Leadership Development Strategy

Mentored Learning to Lead Team Meetings

Phase I Clarify your expectations for novice team leader		
Role of Experienced Team Leader	Role of Novice Team Leader	How?
Communicate expectations in ways that are <ul style="list-style-type: none"> • Direct • Specific • Repeated • Modeled • Tenacious 	<ul style="list-style-type: none"> • Listen • Question 	Launch the mentor relationship <ul style="list-style-type: none"> • Open communication • Setting boundaries • Expectations • Establish routines for working together
Phase II Model what effective team leaders do to get results		
<ul style="list-style-type: none"> • Explain decisions made during meeting • Be transparent about leadership moves 	<ul style="list-style-type: none"> • Observe • Question 	<ul style="list-style-type: none"> • Team leader invites novice to observe a meeting or show video of a meeting and explain leadership strategies
Phase III Guided Practice: Ensure appropriate supports are in place to enable success		
<ul style="list-style-type: none"> • Make suggestions • Acknowledge strengths • Analyze leadership strategies after the team meeting 	<ul style="list-style-type: none"> • Apply learning • Self-evaluation 	<ul style="list-style-type: none"> • Co-facilitate meetings • Provide feedback after meetings
Phase IV Independent Practice: Engage in a constant cycle of practice and feedback		
<ul style="list-style-type: none"> • Set goals • Evaluate • Coach as needed 	<ul style="list-style-type: none"> • Initiate • Experiment • Acknowledge and value mistakes 	<ul style="list-style-type: none"> • Novice invites experienced team leader to meeting or videotapes meeting and brings to team leader for subsequent analysis • Together, explore critical, perplexing, controversial issues that arose