ADVIS
Advancing Independent Schools

Your Administrative Team

Building a leadership team that makes better decisions and strengthens the people who carry them out

Participant Packet • 1:00 – 3:00 PM

Today's kitchen

Mise en place	Prep before the meeting
The pass	Where decisions are checked
"Heard!"	Clear commitment after debate
"86 the salmon!"	Anyone can call out a problem
Stations	Roles and decision rights

"A kitchen that never calls out problems doesn't have fewer problems. It just serves them."

Facilitated by Ayanna Hill-Gill, ADVIS President

Name: _____ School: _____

A. Seats-at-the-Table Test

1. Do we have the right functions represented to deliver on this year's priorities?
2. Do we have the right decision-makers in the room to move work forward?
3. Are we including roles because of status or strategic necessity?
4. Do we invite temporary seats (project-based) to avoid bloating the core?

Seat, voice or hands? A **seat** is a permanent place at the table. A **voice** is being consulted before a decision. **Hands** means helping carry it out. Which one are you offering, and which one do you have?

Reflection: What role at my table might be better handled through a pod or a standing update?

_____

_____

B. Team Health Quick Score

Pick a team you know well. Score each trait 1 (rarely true) to 5 (consistently true). Write "?" if you don't have enough information to score it.

Trait	What it looks like	Score
Shared purpose	Mission-first tradeoffs	
Role clarity	Decision rights and responsibilities are known	
Trust + conflict	Candor without casualties	
Strategic discipline	The agenda protects priorities	
Accountability	Commitments are tracked and revisited	

From my seat: Where is this team strongest? Where does it struggle? What can I influence?

_____

_____

C. Three-Bucket Agenda Template

Mise en place: nothing hits the meeting without prep. Protect at least 30 minutes for one strategic priority.

Item	Desired outcome	Owner	Time	Prep / pre-read	Recommendation
INFO (async when possible)					
DISCUSS (input, no decision today)					
DECIDE (lands today)					

Move Out (another forum, a pre-read, a 1:1):

_____

_____

Bring your own: One recurring item from my meetings, and the bucket it really belongs in:

_____

D. Feedback Scripts

SBI-I + Feedforward

"In **[situation]**, when you **[behavior]**, the impact was **[impact]**. **What was happening from your perspective?** [Listen.] Next time, could we **[specific request]**?"

FFP + Request

Facts (observable) • **Feelings** (impact) • **Perception** (the story I'm telling) • **Request** (next step)

Upward opener

"I want to share something because I want us to succeed. Is now a good time?"

The Inquiry step matters: check your interpretation before you treat it as fact.

My practice notes

_____

_____

_____

E. Observer Checklist

- The situation was specific (time and place)
- The behavior was observable, not a judgment of character
- The impact was named, then the speaker asked for the other person's view (Inquiry)
- The request was concrete, about the future, and fit the relationship
- The speaker paused to hear the receiver

One phrase that worked: _____

F. Commitment Card

Keep this page. Your accountability partner will check in within 30 days.

In the next 7 days, I will:

_____

_____

The person I need to involve:

_____

_____

The support or permission I need:

_____

_____

In 30 days, I'll look for this evidence of progress:

_____

_____

The norm or agenda change I'm taking back:

_____

_____

My accountability partner and check-in date:

_____

_____

Partner check: Is this within my authority, or does it need a request to someone else? Mine Request

What will I do differently so the next person has a better chance to contribute and lead?

Notes

Ideas to steal