



Strengthening Success Team Lead Capacity

Intervention Interview Protocol

A protocol that focuses on intervention design and implementation through the lens of Boleman & Deal's Four Frames. Intended to be completed as a small group activity, the protocol helps Team Leads arrive at concrete next steps for revamping an intervention plan.

Intervention Interview Protocol

Overview

This protocol is designed to help Success Team Leads consider the team's interventions by exploring questions written through the lens of Bolman and Deal's four leadership "frames" or "orientations." Participants should take the self-assessment on the following pages to identify their leadership frame/orientation prior to engaging in the protocol. Doing so will help the Team Lead consider implications for practice and possible next steps.

Time

65–75 minutes if self-assessment is not already completed; 55 minutes if already completed

Materials

Copies of each page of the protocol
Watch/timer

Rotating Roles

Interviewer (who also serves as timekeeper), Interviewee (optimally the Team Lead or On-Track Coordinator), Scribe

Process

1. Make sure participants complete the Leadership Orientations Self-Assessment. (10-15 minutes)
2. Once leadership orientations are identified, participants read through each of the roles, noting that all participants will serve in each of the three roles during the protocol (interviewer, interviewee, and scribe). State that the purpose of this protocol is to deepen and broaden the perspective of the interviewee and that the interviewee reserves the right to decline answering questions for which s/he currently holds no answer. (8 minutes)
3. Divide participants into triads and select initial roles. The interviewer begins with contextual openers (on the interviewer's sheet) and interviews the interviewee for 8 minutes. The scribe follows along and takes notes in the appropriate boxes on the scribe sheet. Within the time allotted, the interviewer may not ask all the questions on the sheet. This is okay. (8 minutes)
4. At the conclusion of the interview round, the scribe reads the notes s/he wrote to the interviewee. The notes are given to the interviewee. (5 minutes)
5. Members of the triad then rotate roles and repeat steps 3 and 4, completing two more rounds of interviews so that every member of the triad has been interviewed, has served as scribe, and has served as interviewer. (13 minutes per round x 2 rounds = 26 minutes)

Intervention Interview Protocol (cont.)

Overview

Debrief Questions (5 minutes)

- Content: What insights arose for you? What next steps are you considering as a result?
- Process: What worked? How might you use this process in your work with the team?

Intervention Interview Protocol

Leadership Orientations Self-Assessment

This questionnaire asks you to describe yourself as a manager and leader. For each item, give the number “4” to the phrase that best describes you, “3” to the item that is next best, and on down to “1” to the item that is least like you.

1. My strongest skills are:

- _____ a. Analytic skills (ST)
 _____ b. Interpersonal skills (HR)
 _____ c. Political skills (PL)
 _____ d. Flair for drama (SY)

2. The best way to describe me is:

- _____ a. Technical expert (ST)
 _____ b. Good listener (HR)
 _____ c. Skilled negotiator (PL)
 _____ d. Inspirational leader (SY)

3. What has helped me the most to be successful is my ability to:

- _____ a. Make good decisions (ST)
 _____ b. Coach and develop people (HR)
 _____ c. Build strong alliances and a power base (PL)
 _____ d. Inspire and excite others (SY)

4. What people are most likely to notice about me is my:

- _____ a. Attention to detail (ST)
 _____ b. Concern for people (HR)
 _____ c. Ability to succeed, in the face of conflict and opposition (PL)
 _____ d. Charisma (SY)

5. My most important leadership trait is:

- _____ a. Clear, logical thinking (ST)
 _____ b. Caring and support for others (HR)
 _____ c. Toughness and aggressiveness (PL)
 _____ d. Imagination and creativity (SY)

6. I am best described as:

- _____ a. An analyst (ST)
 _____ b. A humanist (HR)
 _____ c. A politician (PL)
 _____ d. A visionary (SY)

COMPUTING SCORES

Compute your scores as follows:

$$\text{_____ ST} = 1a + 2a + 3a + 4a + 5a + 6a$$

$$\text{_____ HR} = 1b + 2b + 3b + 4b + 5b + 6b$$

$$\text{_____ PL} = 1c + 2c + 3c + 4c + 5c + 6c$$

$$\text{_____ SY} = 1d + 2d + 3d + 4d + 5d + 6d$$

Intervention Interview Protocol

Leadership Orientations Self-Assessment (cont.)

Interpreting Scores

1. **Structural (ST)** leaders emphasize rationality, analysis, logic, facts, and data. They are likely to believe strongly in the importance of clear structure and well-developed management systems. A good leader is someone who thinks clearly, makes the right decisions, has good analytic skills, and can design structures and systems that get the job done.
2. **Human resource (HR)** leaders emphasize the importance of people. They endorse the viewpoint that the central task of management is to develop a good fit between people and organizations. They believe in the importance of coaching, participation, motivation, teamwork, and good interpersonal relations. A good leader is a facilitator and participative manager who supports and empowers others.
3. **Political (PL)** leaders believe that managers and leaders live in a world of conflict and scarce resources. The central task of management is to mobilize the resources needed to advocate and fight for the unit's or the organization's goals and objectives. Political leaders emphasize the importance of building a power base: allies, networks, coalitions. A good leader is an advocate and negotiator who understands politics and is comfortable with conflict.
4. **Symbolic (SY)** leaders believe that the essential task of management is to provide vision and inspiration. They rely on personal charisma and a flair for drama to get people excited and committed to the organizational mission. A good leader is a prophet and visionary, who uses symbols, tells stories, and frames experience in ways that give people hope and meaning.

COMPUTING SCORES

Compute your scores as follows:

$$\text{___} \text{ ST} = 1a + 2a + 3a + 4a + 5a + 6a$$

$$\text{___} \text{ HR} = 1b + 2b + 3b + 4b + 5b + 6b$$

$$\text{___} \text{ PL} = 1c + 2c + 3c + 4c + 5c + 6c$$

$$\text{___} \text{ SY} = 1d + 2d + 3d + 4d + 5d + 6d$$

Intervention Interview Protocol

Interviewer Instructions

Lead/Coordinator (Interviewee): _____ Interviewer: _____

Date: _____ Scribe: _____

Begin with the contextual openers. Responses to the contextual openers may prompt you to ask clarifying questions, and that is fine. After gaining an understanding of the intervention plan, pose questions from each of the four frames below. The goal is to help the interviewee think critically about the content, process, and goals of the intervention by engaging in all four frames. Provide sufficient wait time and respect the respondent's right to not answer a question.

Contextual Openers

What story from the data led your team to develop an intervention?
Summarize your intervention plan.

Structural Questions

- What systems do you have in place to facilitate productive implementation of your intervention? For example, how does the scheduling of your intervention limit calendar conflicts?
- How will you know if this intervention is effective for the targeted group? Describe your intervention effectiveness tracking system.
- What type of adjustments may you have to make to your intervention if the data indicates it is not effective for your targeted group of students?

Human Resource Questions

- Why this particular intervention for the targeted group of students?
- Thinking of the targeted students, what staff members do you think will elicit participation and best effort from students?
- What were the criteria for selecting those who will implement the intervention?
- What is the capacity of the implementers to execute the intervention successfully?
- What training will those implementing the intervention need?

Political Questions

- Who appears most willing to implement the intervention?
- How are you addressing implementers who are showing signs of not being on board with the plan?
- To whom can you go to advocate for the tools and resources you need to successfully implement your intervention?
- What political barriers do you need to address to give your intervention a chance for success?

Symbolic Questions

- How does your intervention align with your team's mission or purpose statement?
- How is your team messaging the intervention to students? Is it presented as punitive or supportive?
- What celebrations do you have planned for students who are making progress toward your On-Track and student connection goals?
- What tangible appreciation will those implementing the intervention receive for engaging in it?

Intervention Interview Protocol

Scribe Instructions

Lead/Coordinator (Interviewee): _____ Interviewer: _____

Date: _____ Scribe: _____

Record responses to the questions raised. Your goal is to capture the key responses shared by the interviewee. Recording significant quotes and ideas will be instrumental in helping to plan next steps. You will read your notes aloud at the end of the interview and then give them to the interviewee.

<p>Key Responses to Structural Questions</p>	<p>Key Responses to Human Resource Questions</p>
<p>Key Responses to Political Questions</p>	<p>Key Responses to Symbolic Questions</p>

Intervention Interview Protocol

Lead or Coordinator Instructions

Lead/Coordinator (Interviewee): _____ Interviewer: _____

Date: _____ Scribe: _____

You will be asked several questions to help you consider your intervention plan through all four frames (structural, human resource, political, and symbolic). This protocol will be most helpful to you if you respond honestly to the questions posed. It is okay to not have an answer for a question. The goal is to broaden your perspective about the forces at work within your school context that can help or hinder the success of your intervention. A description of the types of questions you will be asked are outlined below.

Structural

These questions ask you to think about your intervention in terms of the structures and systems necessary to achieve your defined goals.

Human Resource

These questions ask you to think about the people participating in your intervention, from recipients to implementers.

Political

These questions ask you to think about how you advocate and acquire what you need to implement your intervention.

Symbolic

These questions ask you to connect the intervention plan to the vision, mission, and/or purpose of your team's work.