

# COLLECTIVE LEADERSHIP BEGINS WITH NORMS!



## WHAT ARE NORMS?

NORMS ARE COLLECTIVELY AGREED UPON EXPECTATIONS THAT MOVE THE ENTIRE TEAM IN A DIRECTION OF MUTUAL RESPECT WITH A FOCUS ON RELATIONSHIPS AND REACHING OUR FULL POTENTIAL AS LEARNERS (LEARNERS INCLUDE EVERYONE THAT IS CONNECTED TO THE TEAM THAT IS CREATING AND BENEFITING FROM THE NORMS). (TAYLOR, 2021)

NORM, ALSO CALLED SOCIAL NORM, RULE OR STANDARD OF BEHAVIOR SHARED BY MEMBERS OF A SOCIAL TEAM. ... NORMS ARE MORE SPECIFIC THAN VALUES OR IDEALS: HONESTY IS A GENERAL VALUE, BUT THE RULES DEFINING WHAT IS HONEST BEHAVIOR IN A PARTICULAR SITUATION ARE NORMS.

## ROLES OF THE FACILITATOR

AS THE FACILITATOR OF THE TEAM, YOU SHOULD ASK YOURSELF, "DOES THE TEAM UNDERSTAND WHAT IS EXPECTED? WHAT EVIDENCE TELLS ME THAT THE TEAM UNDERSTANDS AND VALUES THE NORMS? OR, IS THE TEAM PRESENTING EVIDENCE THAT THE NORMS ARE UNCLEAR? IF SO, HOW CAN THE TEAM REGROUP AND REESTABLISH NORMS?" THIS IS A NORMAL PART OF THE NORM SETTING PROCESS AND WILL BE NECESSARY FROM TIME TO TIME.

## Norms @ HCA

- ~Be here and be present
- ~Value and honor everyone
- ~Give grace and show compassion
- ~Be supportive
- ~Flexibility for the WIN!
- ~See a need, fill a need!

## DRIVING FORCE FOR NORM SETTING

THE FACILITATOR SHOULD USE THE FOLLOWING QUOTE AS A DRIVING FORCE IN THIS WORK.

**Clear is kind.  
Unclear is unkind.**

(BRENE BROWN, 2018)

# **NEXT STEPS FOR YOUR ORGANIZATION!**



- 1. THE FACILITATOR EXPLAINS NORMS. (SEE DEFINITION ON THE FRONT)**
- 2. COLLECTIVELY ESTABLISH NORMS (SEE HCA'S EXAMPLE ON THE FRONT)**
- 3. COLLECTIVELY DISCUSS EXPLICIT EXAMPLES OF EACH NORM. EXAMPLE- "OUR FIRST NORM IS 'BE RESPECTFUL,' WHAT DOES THAT LOOK LIKE?"**
- 4. THE FACILITATOR COMMITS TO PUBLICLY AND PRIVATELY AFFIRMING NORMS. "I LOVE THAT YOU ARE MAINTAINING EYE CONTACT WITH ME WHEN I AM SPEAKING." "THANK YOU FOR ADHERING TO OUR NORMS." (IDEALLY, EACH NORM SHOULD RECEIVE TWO AFFIRMATIONS PER GATHERING.)**
- 5. NORMS ARE A PART OF THE DAILY LANGUAGE AND ARE FLEXIBLE AND EVOLVING.**