

# Supporting Political Groups to Work Remotely





# Introduction

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For many of us the year 2020 will be defined by the Covid-19 pandemic, which swept around the globe causing havoc to our familiar patterns of life.

In the UK, the Government's social distancing policy has resulted in major changes to the way that we communicate which means that many discussions which would have been carried out in person, have been forced online.

This move to internet-based meetings has been a simultaneous two-part challenge which has involved learning new technology at the same time as working out how to communicate with others in a virtual world.

Although the use of digital conferencing brings benefits, it also has its challenges, particularly when discussions are complex or sensitive in nature. As we adjust to the new "normal" many of us are working diligently to discover ways to make our communications as effective as we can.

Against this complex backdrop, this guide and self-assessment toolkit has been jointly developed by the Improvement Service (IS) and the Local Government Information Unit (LGIU) to provide political groups with practical guidance on how to support new ways of working.

As we have had some time to adapt to some of these changes, it would be good practice to take a step back to identify what is working well versus what areas of our performance could be developed and improved.

## How to use this resource

This resource will provide you with a structure to be able to review and reflect on the way your group works together, with council officers, and with members of other political groups/Independents.

The guide is structured into the following sections:

1. Tips and approaches for group leaders
2. Tips for group members
3. Self-assessment checklist for political groups
4. Improvement Action Plan.

As an individual, you can read through the tips relating to your role in the group (leader or member).

Your group can also carry out a self-assessment using the checklists in section 3, to develop an improvement action plan. This could be completed together as a group, or members could complete individually and come together as a group to discuss the results and agree actions to take forward.

However you and your group decide to use this resource, it is important to reflect on how you have adapted, and what changes you can make to be more effective with new ways of working.

In particular, it is important that working remotely, does not lead to Group Members feeling “remote and isolated” from the decision making process.

# Tips and approaches for Group Leaders

Being an effective leader involves a complex mix of skills and behaviours which are needed to mobilise a group of people. These qualities are situationally specific which is why many group leaders have been highly visible and proactive during the Coronavirus pandemic: in crisis situations it is important that people have confidence that someone is at the helm.

Bass, a leadership theorist, developed the idea that an effective leader needs to be “transformational”, i.e. they must pay attention to the way they lead, rather than be purely focussed on “transactional” elements of the role (what they do). A summary of his ideas appears at Appendix 1. In terms of group working, many Groups split the role of Leader and Chair (of Group Meetings). It is therefore important that you both understand each other and hopefully have shared objectives.

## Relationships and Communication

Relationships develop over time through various interactions which often take place face-to-face.

As we are limited by social distancing requirements, some people feel isolated by the current lack of spontaneous opportunities to connect.

Although the focus of your attention will have been centred around ensuring the business of the council continues uninterrupted, it is also important to remember to catch up informally and regularly with group members - either individually or in small teams.

You may also find time to create opportunities for members of your own group to work with each other. This cross-party co-operation can build sound working relationships and promote good teamworking. Bruce Tuckman had an interesting theory which suggested that teams develop through a series of stages and this is shown at Appendix 2.



As a leader it is important that you keep your finger on the pulse of your group, which means being able to spot communication or relationship tensions between individuals before patterns establish.

This means keeping your eyes and ears open and being plugged into the “grapevine” so that you are alert to problems. When you can, you should nip issues in the bud before they evolve into major problems. Established conflict is hard to unpick and has the habit of drawing other people into its vortex, who then end up as collateral damage in a situation which is not of their own making.

Of course, this can be more challenging when the usual way in which you interact with your group members has changed, therefore you need to find other methods of keeping your finger on the pulse.

## Accountability

Because we are working remotely, it is important to ensure that people are taking accountability for actions that fall within their remit or action plan. It is easy for things to slip when the sight of someone in the corridor would normally serve as a timely reminder.

This means as leader, you will need to proactively follow-up any agreed actions and outcomes. Project management software or a good diary system can help you keep on top of everything that is happening. It is a better idea to write clear action lists and reminders rather than to carry everything in your memory as it is more practical and certainly less stressful.

## Motivation

Some of your group will be enjoying the change of working practice, whereas others will be struggling with the lack of human contact.

As leader, it is important to be aware of who is doing well versus who is not. The best way of finding this out is to ask people individually. Not everyone will be honest, although some members may be open in talking about the current situation and how it has impacted on them.

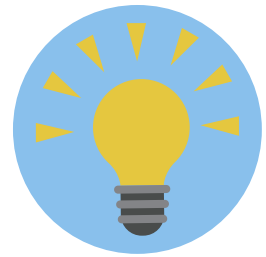
Actions you can put in place to support people include:

- Being accessible and making yourself available
- Making appointments rather than attempting ‘drop in’ video calls
- Sharing your attention around the group
- Minimise the use of email in favour of on-line conferencing
- Making conversations consultative by good quality questions

- Active listening
- Summarising actions by email so that people are clear what has been agreed.

If a member of your group is struggling with their mental health, your council may have support which is open to members (i.e. Occupational Health). If not, then you may be able to help by signposting to an organisation who will be able to offer practical support and guidance. A good starting place is this booklet on Mental Health & Well-being.

## Tips for Managing Virtual Group Meetings



Virtual meetings can work well in their own right; they are not necessarily a poor substitute for face-to-face discussions, and they can have many benefits over same-room committees.

- ▶ When you refer to a document, be specific about the page or paragraph number and allow a moment for participants to find the passage you are referencing
- ▶ Call a person to speak by using their name
- ▶ You can still tackle challenging discussions in a virtual meeting. Just make sure that you set the scene properly for the discussion and have a structure in place for the discussion.
- ▶ Control the meeting by using the Agenda. Keep to the item under discussion and work your way through the Agenda, item by item. Change its order only when essential and then only with the consent of the members
- ▶ Introduce each item in turn. Give it shape by explaining its purpose and why it is on the agenda. State facts, not opinions. Be concise and avoid making long speeches
- ▶ Call upon members one by one to speak. If a number indicate their wish to speak at the same time, place them in order so that they know when their turn will be
- ▶ Avoid always calling on the same speakers. Share your attention around the meeting
- ▶ Clarify issues if they become obscure
- ▶ At the end of each agenda item summarise what has been said and what decisions have been agreed
- ▶ Keep the meeting moving in a firm but polite manner

- ▶ Although this would not work with larger numbers of participants, at smaller meetings you can go around the room (a “round robin”) to check that all views have been heard.

## Voice and tone

- ▶ Use your natural voice, so that you sound like you
- ▶ Microphones “flatten” the voice so make sure that you use your full tonal range
- ▶ Speak slower than you would in conversation, to allow for any lag
- ▶ To sound confident, project your voice from your chest
- ▶ Take care with lifting your voice at the end of the sentence (unless you are asking a question) as it can weaken your stance
- ▶ If you ask a question, lift your voice up on at the end of your sentence to signal that you are seeking a response
- ▶ After asking a question, allow a good period for people to respond. This silence can feel uncomfortable, but it is needed to overcome the time lag associated with on-line communication
- ▶ Drop your voice at the end of a sentence when you want to end a discussion or move on to another point. This can work well at the close of a summary because it makes it sound final.

## Non-verbal behaviour

- ▶ Sit upright and keep your eyes level to the camera, so that it looks as though you are making direct eye contact
- ▶ Avoid looking down at papers too much
- ▶ Manage your facial expression: remember people are only seeing your top half so what you do with your face becomes more profound and noticeable
- ▶ When you listen actively this shows in your body language through nodding or placing your head on one side
- ▶ Slow your non-verbal behaviour: concentrate on measured gestures rather than fast movements
- ▶ Try to avoid touching your face with your hands.

## To encourage participation

- ▶ Create an environment where there is no such thing as a silly question and where all contributions are welcomed and treated with respect

- ▶ In smaller meetings, using the “round robin” to check for unasked questions or views
- ▶ Using techniques such as: “who hasn’t had an opportunity to speak?”
- ▶ Listen openly and neutrally
- ▶ Notice when two people speak at the same time and tell the second person you will come to them next
- ▶ Build on ideas, and where you can, try to link common elements of different views together

### Maintaining leadership

- ▶ Looking like you are in control: demonstrating gravitas through your facial expression, tonality and body language
- ▶ Avoiding becoming hooked into a discussion with one person: spin your attention around the meeting members
- ▶ Using phrases like: “we’ve heard from x, y and z..... who haven’t we heard from who would like to contribute.....?”
- ▶ The agenda is your best friend: if conversations wander off-piste, summarise and bring the topic back to the item you are supposed to be discussing.

## Conflict Within Meetings

Because meetings depend on interaction between people with different values, perspectives and communication styles, it is almost inevitable that conflict will occur from time to time.

It can be argued that some conflict is healthy, because:

- Strong views imply that people care about a topic
- A clash of views can lead to compromise and better-rounded outcomes
- Repressed emotions can leak subliminally into passive aggressive behaviours

Some meeting participants may be uncomfortable with loud interactions, and as Chair, it is your responsibility to make sure that any difference in views are managed in a healthy and focused way.

Tips for managing conflict at any type of meeting include:





- Be aware of topics on the agenda which may be controversial and set ground-rules before the discussion starts. You can then use these rules to impose order
- Should a topic become unexpectedly heated, stop the discussion and impose ground-rules before continuing with the meeting
- Nip poor behaviour in the bud, without appearing to 'side' against an individual
- Use humour (please take care with this one!) to disarm
- Avoid being drawn into a 1:1 discussion; focus on the whole meeting
- Impose structure: people address their comments to you. You then summarise neutrally to take the heat out of the contribution
- Take a break. Let everyone calm down a bit
- Refuse to continue until there is order
- Stop the meeting.

As we become more accustomed to running and participating online, it will start to feel more natural. Some of us may think we will never acclimatise to the virtual environment but give it some time and you will be surprised how you will adapt.

The secret of success with virtual meetings, as with any other type of meeting, is to:

- Plan properly
- Be clear about your meeting purpose
- Ensure the right people are there and brief everyone beforehand with a good agenda and clear set of papers
- Open the meeting and explain how the process will work
- Be mindful of technology and how it impacts on the way we communicate
- Facilitate as you would a face-to-face meeting, ensuring that quieter members have an opportunity to participate
- Make balanced decisions based on the information and evidence presented
- Close the meeting with clear next steps
- Learn what works – and what does not work - from the meetings you Chair as well as those you attend
- Be a considerate participant.



# Tips for Group Members

## Role Definitions

It is important that you understand your own role, as well as other people's. If you are uncertain about who is responsible for what, the best advice is to ask. Lack of clarity can result in misunderstandings and duplication of work. This in turn can result in unnecessary conflict.

## Trust

Trust, meaning a firm belief in the reliability, truth or ability of someone, is often learnt or earned. Trust can be practical, i.e. a belief that someone will fulfil their promise; or emotional, relating to how “safe” this person makes us feel.

For any form of trust to develop, an opportunity for someone to prove their reliability or truthfulness must be created. If you are uncertain about how much trust to place in an individual, start with smaller trusts and then build up to bigger ones as your faith is rewarded.

People who trust are often trusted, so our own reputation is important. This can be built and developed by:

- Saying what you will do – and doing it
- Being honest
- Being consistent
- Demonstrating dependability and reliability
- Communicating clearly
- Maintaining confidentiality and being discreet.



## Opportunities to Work Together

It is recommended that you look for opportunities to work with other group members. Interacting with a wider range of individuals will broaden your knowledge, improve your skills and raise your profile.

## Feedback

It is important that we all ask and listen to feedback from each other. Feedback, whether positive or critical, is a component part of personal development. We all have “blind” spots, and open, honest feedback can make us aware of these hidden areas.

Group leaders should ask for feedback and listen to it carefully, even if it is unexpected and unwelcome and members should be proactive in giving feedback to the group leadership.

Whether this is associated with critiquing an action or process, or praise for an act or activity that has gone well, it is important that leaders receive feedback.

## Communicating Remotely

Many of us are adapting to using the internet for meetings and the skills we already acquired will still be relevant. As a participant in virtual meetings, it is important that you should:

- Dial into the meeting in advance so that any technology issues can be sorted in good time
- Remain courteous and treat people with respect
- Follow the protocol for participation set out at the start of the meeting
- Keep your contributions short and to the point and only speak if you have something new to add to the discussion
- Speak clearly and slowly, taking into consideration internet lag
- Mute yourself unless you are speaking
- Minimise background distractions including muting your mobile telephone
- Concentrate on the meeting and avoiding multi-tasking
- If you plan to share your screen, close any sensitive documents you have open on your desktop before you do this.

## Keeping in Touch with Each Other

Whilst some of us have thrived during lock-down, others have not. It is important to be proactive and to keep in touch with people from your group.

Although you will still “see” each other at formal meetings, many people say they are missing the informal interaction which is such an important part of working with others. Some members may be open in sharing their challenges, whereas others may not be so upfront. Challenges are just that, and should not be seen as being awkward or as a weakness.

When and if you can, take opportunities to ring, email, text or video-call colleagues – either for a legitimate reason – or just to say hello.

As lockdown restrictions have eased, opportunities to meet physically have opened up. However, the chance meetings in corridors and ‘water-cooler’ discussions will still be more limited, therefore you may need to consider actively arranging get-togethers with colleagues.

## Resolving Areas of Difficulty

In any relationship there is potential for adversity and many of us will have become skilled problem solvers over the years.

Although not all difficulties can be avoided, we should:

- Avoid becoming embroiled in issues which are not relevant to us
- Be careful and sensitive in the way we speak to others
- Treat everyone with dignity and respect
- Refuse to listen to, or to repeat gossip
- Be flexible, responsive and adaptable
- Be aware of how we talk to, and about, other people
- Communicate clearly, including listening carefully
- Maintain confidentiality (except in legal or safeguarding situations) and be discreet
- Take care with our body language and paralanguage, including our tone of voice
- Prevent low-conflict situations from accelerating by behaving sensitively
- Be empathetic and sensitive in our verbal and written communications.

Although every situation has its own needs and demands, there are some general tips which can be applied to most scenarios:

- Take time before responding: your first response will not always be your best
- Avoid letting a poor situation fester: if you have an issue with someone’s behaviour then find a way to talk about this before things deteriorate further
- In a conflict situation you can choose your behaviour. Choose carefully
- Unpick a person’s position by asking good quality questions



- Step into the other person's shoes for a moment and see the situation from their perspective
- Pick your battles and be prepared to agree to disagree
- Be honest without being brutal
- Say how you feel: it is difficult to argue with feelings
- If you need to say "no", remind yourself that you are refusing the request and not the person
- Use the 'broken record' technique to stand your ground gracefully, by repeating your bottom line assertively
- Organise a clearing the air discussion with the person so that you can talk about what has happened and work out how to move on. Ask someone to mediate if this is useful
- Look for compromises and try to achieve win/win outcome
- Seek mediation before your positions become entrenched and the relationship becomes unrecoverable.

# Self-Assessment for Political Groups

This part of the document will provide you with an opportunity to consider five areas of group performance:

1. How you are working together as a group
2. How you work with senior officers
3. How you work with other political groups and elected members
4. How you communicate remotely, including participation in on-line meetings
5. How you resolve areas of difficulty.

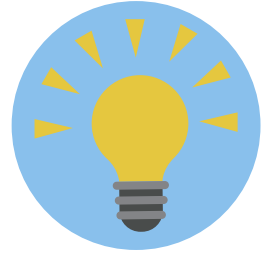
Within each of these sections you will find a series of questions which evaluate areas for development or improvement. You are not limited to the questions that have been asked and there is space within each area for a group to craft their own. For example, you may want to self-assess how well you are working with constituents and Community Groups. Groups can adapt, add, remove or change questions as appropriate, whilst ensuring the self-assessment is robust and challenging.

Political groups can work through these questions together, or individuals could complete on their own and the results discussed together as a group.

At the end of this document there is a Group Action Plan which brings together recommendations the group has agreed to take forward. The development of such a plan is a powerful way to clarify priorities and improvements for the group and for further bonding any group into a 'team' around these 'shared' priorities and improvements.



## Tips for Self-assessment



As you work your way through each section, it is important to carry out an honest evaluation. It is worth noting that while it is important deciding whether you agree/disagree with statements, in a sense they are ‘can-openers’ to get you to think about things. It is important to emphasise that any self-assessment is brought to life by the written comments and examples you provide in this process. It is these comments and examples combined with the ‘tick’ responses to the statements that will shape your subsequent discussions around priorities and improvements for the group. As such, please make sure you take the time to write down comments where you can.

Modesty is not recommended: if you think your group is strong in an area then you should reflect this in your evaluation. If possible, provide an example that would illustrate where you feel the group is strong. In the same vein, if you believe this is an area of weakness, then grade it as such.

Although it can feel safe to stick to the “agree” column, use the full scoring range and only use “agree” when it is an accurate description as its over-use can make results less useful.

Self-Assessment is not a review of individuals, it is about the way the group works.

## Section 1: How do we work together as group?

No	Question	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know	Comments and Examples
1	We have agreed written descriptions for roles and responsibilities within the group						
2	I am clear on my own role in the group						
3	I am clear on my responsibilities within the group						
4	I am clear on the roles and responsibilities of other members of the group						
5	There is open and honest communication between members of the group						
6	There is a good level of trust between group members						
7	There are adequate opportunities for group members to work together						
Any further comments							



## Section 2: How do we work with senior officers?

No	Question	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know	Comments and Examples
1	There is clarity within the group, about the roles and responsibilities of senior officers of the council						
2	The group understands the professional boundaries senior officers work within						
3	There is open and honest communication between members of the group and senior officers						
4	Our interactions with senior officers are constructive and respectful						
5	There is a good level of trust between group members and senior officers						
6	There are adequate opportunities to work with and get access to senior officers						
Any further comments							

## Section 3: How we work with other political groups/ Independents

No	Question	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know	Comments and Examples
1	Communication between other political groups/ Independents is constructive						
2	There are adequate opportunities to work with other political groups/ Independents						
3	There are respectful working relationships with other political groups/ Independents						
4	I believe elected members outwith our group work for the good of the Council						
Any further comments							

## Section 4: How we communicate remotely

No	Question	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know	Comments and Examples
1	The group makes use of appropriate technology/software to conduct meetings and discussions remotely						
2	Group members prepare fully for remote discussions and meetings						
3	Group members all contribute to the success of our remote meetings						
4	I have the appropriate knowledge and skills to participate in virtual meetings and discussions						
Any further comments							

## Section 5: How we resolve areas of difference

No	Question	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know	Comments and Examples
1	Group members raise issues in a non-confrontational manner						
2	The group has adequate structures in place to raise issues for discussion						
3	The group has systems in place for grievances and complaints to be heard						
4	I can give honest feedback to group members						
5	Groups members are accepting of honest feedback						
Any further comments							

# Action Planning

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This action plan is for your political group to identify improvements it wishes to take forward.

Make sure that any actions are clear and specific by identifying:

- What action(s) you are recommending?
- Who should be involved to progress any action(s)?
- When this should be started or completed?
- By implementing these actions, what are you hoping to achieve?

As you do this, be realistic about what is achievable in terms of resources including people, budget, time and equipment. The current situation regarding COVID-19 may also be an influencing factor when considering timeframes and resources.



# Improvement Action Plan

Date:

Section	Area	Ideas for Improvement	Who will action this?	When will it be done by?	What will the outcome be?
1	How we work together as an group				
2	How we work with senior officers				
3	How we work with other political groups/independents				
4	How we communicate remotely				
5	How we resolve areas of difficulty				



# Summary

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We are all discovering new ways to work in our new virtual world and many of us would say that we have experienced a major learning curve as we adapt to on-line video conferencing and working remotely with others.

Many of us may be finding that use of technology brings major benefits in terms of its convenience, time management and efficiency, whilst others amongst us may not have acclimatised at all.

Whatever your own views on the shift to working remotely, to be effective we all need to:

1. Plan our communications carefully by considering who we are sharing information with and by choosing the best communication method
2. Take time to communicate clearly and build in time to check for understanding
3. Adapt and adjust our communication style to the situation
4. Make sure that people are not excluded by technology or process
5. Continually learn from experience so that each event becomes part of a healthy learning cycle.

# Leadership Theory

There are many models of leadership. One of the most respected theorists Bass, writing in the 1980s, studied many political leaders. His research concluded that those who demonstrated “transformational” leadership traits, were more effective in developing and empowering their followers.

As part of his research he included John F Kennedy and Theodore Roosevelt in his studies. Mahatma Gandhi and Nelson Mandela were known to make use of his ideas and to have adopted his approaches.

Bass suggested that an effective leader makes use of four crucial elements, which he called the “Four I’s”:

1. Idealised influence
2. Intellectual stimulation
3. Inspirational motivation
4. Individualised consideration.

1.	Idealised Influence (II)	<p>This refers to the way in which Transformational Leaders exert their influence within a group. These leaders are deeply respected due to the example that they set for others.</p> <p>These individuals act as powerful role models, and their followers copy or imitate them as they wish to become a leader based around the example that has been set.</p>
2	Intellectual Stimulation (IS)	<p>Transformational Leaders create a diverse and open environment, within which they encourage others to innovate and to form new ideas for the organisation and themselves. They seek other paths to goals which stray from the norm and openly push others to challenge their own beliefs and values. This style of leadership can play an influential role in change management.</p>
3	Inspirational motivation (IM)	<p>Transformational Leaders play an important role in improving performance, by working to raise through morale through motivational techniques and acting as inspiration for their followers.</p>



4	Individualised Consideration (IC)	<p>Transformational Leaders actively work to create a diverse environment and supportive environment, where individual differences are respected and celebrated.</p> <p>They will know each of their followers individually and will happily listen to any concerns or needs that their team members may have.</p> <p>They will act as mentors and coaches, working to develop, empower and inspire them to achieve more, and to be more.</p>
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To become a transformational leader, Bass suggested that it is important to:

- Identify individual strengths and weaknesses of the people in your group
- Develop an inspiring vision for the future
- Motivate everyone to buy into the vision
- Manage and involve yourself in the delivery of this vision
- Reinforce your relationships with the team.



# Building a Team

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Although you may not commonly refer to yourself as a “team”, as a group of people with a common aim, you fall neatly within this definition.

Bruce Tuckman, writing in 1965, describes the general stages that groups move through as they mature and develop.

The five-part model reveals what happens from the time a newly formed group gets acquainted until the members become united in their pursuit of a commonly accepted goal.

Tuckman’s five stages are:

1. Forming
2. Storming
3. Norming
4. Performing
5. Adjourning (added by Tuckman in 1977).

The length of time for each stage will vary from group to group, and there is no firm line between the stages. However, each stage is necessary and inevitable in the development process.

## Tuckman's Theory

Stage	Description
<b>Forming</b>	<ul style="list-style-type: none"> <li>• High dependence on the leader for guidance and direction</li> <li>• Little agreement on team aims other than those received from the leader</li> <li>• Individual roles and responsibilities are unclear</li> <li>• The leader must be prepared to answer lots of questions about the team's purpose, objectives and external relationships</li> <li>• Processes are often ignored</li> <li>• Members of the team test the tolerances of systems and the leader.</li> </ul>
<b>Storming</b>	<ul style="list-style-type: none"> <li>• Decisions do not come easily within the group</li> <li>• Team members attempt to establish themselves and their position in relation to other team members and the leader, who might receive challenges from team members</li> <li>• Clarity of the team's purpose increases but plenty of uncertainties persist</li> <li>• Cliques and factions form and there may be power struggles</li> <li>• Compromises may be required to enable progress.</li> </ul>
<b>Norming</b>	<ul style="list-style-type: none"> <li>• Agreement and consensus largely form within the team, who respond well to facilitation by the leader</li> <li>• Roles and responsibilities are clear and accepted</li> <li>• Big decisions are made by group agreement</li> <li>• Smaller decisions may be delegated to individuals or small teams within the group</li> <li>• Commitment and unity are strong</li> <li>• The team may engage in fun and social activities.</li> <li>• The team discusses and develops its processes and working style.</li> <li>• There is general respect for the leader and leadership responsibilities start being shared amongst the team.</li> </ul>
<b>Performing</b>	<ul style="list-style-type: none"> <li>• Commitment and unity are strong</li> <li>• The team may engage in social activities</li> <li>• The team discusses and develops its processes and working style</li> <li>• There is general respect for the leader and leadership responsibilities start being shared amongst the team</li> <li>• Any disagreements are resolved positively within the team</li> <li>• The team is more strategically aware.</li> </ul>

Stage	Description
<b>Adjourning</b>	<ul style="list-style-type: none"> <li>• A team adjourns when it has its goals and objectives</li> <li>• Project teams have built-in obsolescence</li> <li>• Changes in personnel within a team can force an adjournment and a team can then move backwards within the model</li> <li>• Team members may experience feelings of loss.</li> </ul>

## Forming and Infrastructure

Leaders who pay attention to the forming stage will often find that there is less storming between members. And a well-formed team will often move to the performing stage more efficiently because the underpinning structures, which are essential to success, are in place.

Even if you have been in your leadership role for a while, it is still possible to return to some of the formation elements to address any omissions. This includes making sure that you have:

1. Clearly written definitions which set out a role's purpose, key responsibilities and limits of authority
2. Communicated these to the relevant role holders
3. Shared these with group members so that everyone has the same understanding of roles and responsibilities
4. Developed and communicated any relevant standards (the minimum of what you will accept) relating to behaviours, communication and response times of all group members.

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