

## Components of Effective Collaboration

- ▶ Shared commitment
- ▶ Norms
- ▶ Protocols
- ▶ Roles

### Shared commitment: Bone-deep beliefs

- ▶ A belief that is true to the core of you and your school
- ▶ A belief that is evident during both good and bad times
- ▶ A purpose that is known so well it can be articulated without hesitation
- ▶ The basis for the “elevator speech” that can be delivered at a moment’s notice

### Protocols: Follow the 5-step Data Teams process

- ▶ A common practice in high-performing schools is that time is used well.

### Norms: A behavioral agreement; standards of proper or acceptable behavior

- ▶ Norms must be team-owned, not top-down.
- ▶ Each team creates its own norms.
- ▶ The motto should be, “Keep it simple and behavioral.”

### Roles:

- ▶ Leader
- ▶ Timekeeper
- ▶ Recorder
- ▶ Engaged participant
- ▶ Focus monitor

*“...effective principals were those who defined their roles as facilitators of teacher success rather than instructional leaders. ‘They provided teachers with the resources they needed to build social capital—time, space, and staffing—to make the informal and formal connections possible,’ [Leana] says.”*

—Carrie Leana (2011), quoted in *The Marshall Memo* (2011)

### COLLABORATION

The action of working with someone to produce or create something.

*“The only visions that take hold are shared visions—and you will create them only when you listen very, very closely to others, appreciate their hopes, and attend to their needs.”*

—James Kouzes and Barry Posner, 2009, p. 21