

## Are We Focused on the Right Work? Graphic Organizer

Using this tool, the leadership team looks at the six elements a teacher team must be tight about (DuFour, 2015a) and discusses what products the team might create as a result of each element (such as norms, common formative assessments, and lists of students receiving tiered support). Members also discuss what criteria they want to look for. For example, for common formative assessments, they may want to see assessments that are short and focused on a few learning targets and that align to the agreed-on rigor of the targets. With a clear view on what they would like to see, leaders can support implementation and seek evidence of that practice. Additionally, when a collaborative team is having difficulty with the process of writing common formative assessments, leaders can provide specific assistance to the team.

Six Actions	Products to Monitor	What the Leadership Team Should Look For	What Support Teams Might Need
1. Educators work collaboratively rather than in isolation and have clarified the commitments about how they will work together.			
2. The fundamental structure of the school is the collaborative team in which members work interdependently to achieve common goals for which all members are mutually accountable.			
3. The team establishes a guaranteed and viable curriculum, unit by unit, so all students have access to the same knowledge and skills, regardless of which teacher they are assigned.			
4. The team develops common formative assessments to frequently gather evidence of student learning.			
5. The school creates systems of intervention to ensure students who are struggling receive additional time and support for learning in a timely, directive, diagnostic, and systematic way.			
6. The team uses evidence of student learning to inform and improve its members' individual and collective practices.			

Source: Bailey, K., & Jakicic, C. (2019). *Make it happen: Coaching with the four critical questions of PLCs at Work*. Bloomington, IN: Solution Tree Press.

DuFour, R. (2015a). *In praise of American educators: And how they can become even better*. Bloomington, IN: Solution Tree Press.