A Step-by-Step Process for Developing the Indicators

Once the group agrees on anchor statements, participants form teams (four to six people per team is ideal) and choose roles. At a minimum, we recommend the teams designate different people to be the timekeeper, scribe, and facilitator.

1. Review the Anchor Statement and Identify What Is Essential (Five Minutes)

Teams begin by reviewing each anchor statement and identify its essential tasks. To facilitate this conversation, teams ask and answer two questions: (1) "What are the essential *words or phrases* in the anchor statement?" and (2) "What aspects of the anchor statement must the team address (tight) as part of the PLC process?" By answering these two questions, the team better prepares to define the indicators. As each team reviews the anchor statement, their discussion should focus on the tasks they consider essential to developing a highly effective collaborative team. We recommend the scribe highlight the key words or phrases. Before completing this step, the team reviews its work.

2. Brainstorm Tasks Associated With the Anchor Statement (Five Minutes)

Each team engages in a five-minute brainstorming to identify what a team needs to do to demonstrate proficiency on the anchor statement. The key question to consider at this point is, What work within the anchor statement, if not completed successfully, would lead to the failure of the collaborative team to achieve its goal? At this point, there is no debate or judgement; the goal is to generate as many ideas as possible. The scribe records the results of the brainstorming on chart paper.

3. Identify the Tasks That Would Be Present or Evident if a Team Were Proficient (Fifteen Minutes)

The team takes five minutes and reaches consensus on which practices from the brainstorm list are necessary for the team to be proficient on the anchor statement. The team may not consider all the original tasks essential and leave some off the list. Once the team identifies the initial list, the team takes ten more minutes to review what was and was not included and confirms whether it should add back any of the remaining tasks to the list of practices the team must demonstrate for proficiency. The goal at this point is for the team to agree about what is on the list.

4. Combine With Another Team and Draft the Initial Indicator for Proficient Performance (Fifteen Minutes)

Each team joins with another team and compares their lists of practices that demonstrate proficiency. The combined team spends five minutes identifying areas of overlap (agreement) and then ten more minutes discussing which tasks were not included on the agreed-on list; teams should be given an opportunity to explain why a particular task was or was not included on the list. After doing this, the combined team drafts its first attempt at an indicator for the Proficiency column. The scribes record the draft indicator on chart paper.

5. Share Indicators With Other Teams in the Room (Fifteen Minutes)

Once completing a draft of the indicator, the team reviews its work and reaches agreement that the statement accurately addresses the essential elements of the anchor statement at a proficient level. The teams post indicators around the room, and each team has an opportunity to present their indicator to one other team for five minutes. Allow two minutes for a question-and-answer period. Teams then go back and make any final changes to their continuum before submitting them to a writing team that will work on crafting the final language of each indicator while the other teams move on to the next indicator for that anchor statement.