

Figure 6.1 Case Themes

Exploring a Condition of Effective Teams	Case Theme	Case 1 Grade 3 Interpersonal dynamics	Case 2 Grade 5 Mutual accountability	Case 3 Middle School Building leadership capacity	Case 4 High School Math A divided department	Case 5 Pre-K to Grade 6 Resistance to principal leadership	Case 6 K–8 All Teams Effective team conditions	Case 7 Grade 2 Resistance to teacher leadership	Case 8 Middle School A divided team
Task Focus	The team curriculum: instructionally focused conversations to improve student learning	X	X		X		X		
Personal Accountability	Interdependence and accountability; collective responsibility	X			X		X		X
Leadership	Team leadership as opposed to egalitarianism and individual leadership roles for teachers		X	X	X	X	X	X	X
Structures and Processes I	Building team knowledge and skills (“team tune-ups,” professional development, networking)			X			X	X	
Structures and Processes II	The role of the principal (or department head) as a champion of involvement structures					X	X	X	X
Collaborative Climate I	Teacher autonomy vs. team coherence and alignment of curriculum	X	X		X	X	X	X	X
Collaborative Climate II	Promoting a working environment that generates trust, communication, and synergy	X							X