FIGURE 0.3 COLLECTIVE EFFICACY CYCLE COMPONENTS AND DESCRIPTIONS

MODULE	COLLECTIVE EFFICACY CYCLE COMPONENTS	DESCRIPTION	MAJOR TOPICS AND TOOLS
1	Developing Individual and Collective Efficacy	Self and collective efficacy are defined. The four conditions for creating collective teacher efficacy are described.	• Self-efficacy self-assessment • Seven norms of collaborative work • Seeking mastery and vicarious experiences • Assessing and strengthening team efficacy, flexibility, craftsmanship, consciousness, and interdependence • Mindful moments
2	Determining the Common Challenge	A guided process for teams to use data to identify student learning needs. Teams develop a shared goal to address one need during the Collective Efficacy Cycle.	• Data collection and analysis protocols • Common challenge checklist and tuning protocol • Mindful moments
3	Building Educator Knowledge and Skills	Teams select learning opportunities to build knowledge and enhance professional skills about one evidence-based practice.	• Databases to find evidence-based practices • Learning log • Seven design elements of professional learning and pitfalls to avoid • Appealing to the head, heart, and hands when learning something new • Professional readings • Discussion and text-based protocols • Modeling and think-aloud planning tool • Mindful moments

(Continued)

FIGURE 0.3   (CONTINUED)

MODULE	COLLECTIVE EFFICACY CYCLE COMPONENTS	DESCRIPTION	MAJOR TOPICS AND TOOLS
4	Collaborative Planning and Safe Practice	Team members engage in deliberate practice in their classrooms to deepen their expertise about the identified evidence-based practice.	• Naïve vs. deliberate practice • Reflective questions about deliberate practice • Reframing judgmental thoughts • The Ladder of Inference • Educator agency • Mindful moments
5	Collaborative Planning and Opening Up Practice	Team members observe the evidence-based practice being implemented in each other's classrooms for 15 minutes.	• Three components of peer-to-peer observations • Preparing for learning walks and ghost walks • Debriefing learning walks and ghost walks • Microteaching • Formal coaching • Cognitive coaching
6	Monitoring, Modifying, and Celebrating	As a result of the evidence-based practice, student learning is gauged. Teams reflect on their own learning and impact, which affirms their efforts.	• Success analysis protocol • Gallery walk facilitation guide • What collective efficacy sounds like • Tool to assess organizational readiness to scale • Individual and team assessment of the Collective Efficacy Cycle

MODULE	COLLECTIVE EFFICACY CYCLE COMPONENTS	DESCRIPTION	MAJOR TOPICS AND TOOLS
	Appendices: Resources for Teams	Additional resources for individuals and teams to use to build trust, ensure successful meetings, and facilitate consensus. Tools to support teams to manage conflict and overcome barriers are provided.	• Collective Efficacy Cycle Visual Schedule Template • Innovation Configuration (IC) Map Action Planner • Trust on Our Team • Self-Assessment for Individual Contributions to Meetings • Successful Meetings Card Sort Activity • Benefits of Recording Notes Visibly and Publicly • Tips for Productive PLC+ Meetings • Conflict in Teams • Facilitating Consensus • Focusing Four Consensus Protocol • Group Dynamics in PLC+ Meetings