



12 Roles of Facilitators for School Change

-Bruce Williams

<p>STUDENT LEARNING & ACHIEVEMENT</p>	<p>The ARCHITECT sees the big picture</p> <ul style="list-style-type: none"> ● Focusing on student learning ● Expanding traditional boundaries ● Considering all viewpoints ● Seeking order instead of control
<p>SHARED DECISION MAKING</p>	<p>The CARPENTER builds consensus</p> <ul style="list-style-type: none"> ● Building trust ● Focusing on substantial issues ● Shifting to participatory decision making ● Getting input from all stakeholder
<p>VISIBLE ACHIEVEMENTS</p>	<p>The CONTRACTOR steers the process</p> <ul style="list-style-type: none"> ● Translation vision into action ● Moving from simple victories to long-term successes ● Aligning victories with targeted aims
<p>STUDENT LEARNING & ACHIEVEMENT</p>	<p>The COACH devises strategies</p> <ul style="list-style-type: none"> ● Choosing relevant curriculum ● Creating collaborative classrooms ● Expanding instructional skills and strategies ● Building a supportive school environment
<p>SHARED DECISION MAKING</p>	<p>The QUARTERBACK leads the team</p> <ul style="list-style-type: none"> ● Building communities of learners ● Creating stakeholder teams ● Teaching team-building skills
<p>VISIBLE ACHIEVEMENTS</p>	<p>The SPORTSCASTER announces the game</p> <ul style="list-style-type: none"> ● Sharing knowledge ● Reflecting on the process ● Communicating victories ● Promoting ownership

<p>STUDENT LEARNING & ACHIEVEMENT</p>	<p>The PRODUCER organizes the project.</p> <ul style="list-style-type: none"> ● Battling the scarcity mind-set ● Empowering resource gathering teams ● Creating situations that attract resources
<p>SHARED DECISION MAKING</p>	<p>The DIRECTOR overcomes obstacles.</p> <ul style="list-style-type: none"> ● Facing obstacles head-on ● Addressing the true obstacle ● Enabling teams to challenge obstacles ● Reflecting on the process
<p>VISIBLE ACHIEVEMENTS</p>	<p>The PROMOTER advertises successes.</p> <ul style="list-style-type: none"> ● Eliminating isolation and building alliances ● Connecting schools with outside sources ● Modeling collaboration ● Sustaining lifelines of communication
<p>STUDENT LEARNING & ACHIEVEMENT</p>	<p>The CONDUCTOR stays true to the score</p> <ul style="list-style-type: none"> ● Appraising the real situation ● Thwarting attempts to retreat ● Focusing on the core tasks
<p>SHARED DECISION MAKING</p>	<p>The CONCERTMASTER harmonizes the environment.</p> <ul style="list-style-type: none"> ● Promoting flexible structures ● Sharing decision-making power ● Promoting teamwork ● Fostering intrinsic motivation
<p>VISIBLE ACHIEVEMENTS</p>	<p>The CRITIC celebrates the performance.</p> <ul style="list-style-type: none"> ● Gathering data ● Spotlighting accomplishments ● Creating stories