

Mapping individual purpose to shared goals



The CA English Learner Roadmap is a comprehensive policy that describes system-level change. No matter how productive, creative, devoted, and inspired a leader may be, the implementation of this type of policy cannot be designed, planned, and implemented by one person alone. This work takes a team. Identifying who will be on your team is the first crucial strategic leadership step toward meaningful implementation.

While there is no one approach to designing teams, here are a few ways that you might cultivate a team effort.

The Team	Description	Considerations
Work with an existing leadership team	Introduce a problem to your existing ML support team. Have them determine the route to identifying priorities for problem solving and implementation.	Existing teams have the benefit of an already established structure and role in the organization (site or district). The problem of practice or implementation can be introduced to a pre-existing agenda and leadership work. Challenges may arise if this problem area is not a priority for the team, or the team does not include the diversity of roles and positions that your problem requires for finding the right solution.
Create a new team	Invite and convene a representative team.	A representative team can get the right people involved in problem-solving. Having various roles with plans for how to integrate ideas into one solution is also a powerful way to build coherence across multiple teams. However, because of the diversity in teams represented, the new team will likely require co-learning to be built into the design to bring everyone up to speed on ML needs and supports. See our teaming agenda for an example of how to convene a cross-functional representative team.
Build a task force	Convene a team of people with ML-focused roles and expertise.	A team of people who already have expertise in supporting ML students has the advantage of moving through decision-making swiftly. There is also the added benefit of projects building on momentum of shared work in other areas. Be mindful of where the ML supports are situated across your organization as this type of team can risk further siloing ML efforts.
Pilot with the ready and willing	Select a strategy and then find the people who are excelling, doing the same, or interested in solving the same problem.	Whether at a district office or school site, a pilot project can save resources and energy before a large shift. In these cases, it's important to identify the problem and strategy for solving it in order to identify where there are people who are ready or just willing to try something new. Be careful about casting too broad of a net for participants. Those who may be interested but not ready yet can risk being more confused or feeling out of alignment due to readiness differences.

Once you have identified the team, even if they are an existing team that's been working together for some time, it is important to take time and align on personal senses of purpose, team goals, and the shared purpose that we are all working toward. Consider the following diagram to level set the team and align on personal, team, and organizational objectives.

