



Carnegie Foundation
for the Advancement of Teaching

PROFESSIONAL LEARNING

Facilitating Improvement TeamsSM

Building a team of individuals who work together productively and are able to make progress on an improvement objective requires a diverse set of knowledge, skills, and dispositions in improvement science, change management, and facilitation. **Facilitating Improvement TeamsSM** is an intermediate-level course that engages coordinators, facilitators, and supporters of improvement teams in hands-on, practical learning to build their skills in facilitating small improvement teams through cycles of testing and learning.

Through this course, participants build an understanding of improvement dispositions and how to foster them, hone skills for communicating with diverse audiences about improvement and change, and learn strategies for supporting social learning to advance an improvement aim. Through hands-on practice in which they work in their own local context to lead an improvement team, participants also develop concrete skills in supporting others through Plan-Do-Study-Act (PDSA) cycles and facilitating improvement activities.

From Engaging In Your Own Improvement Activity To Leading Others

In a school or educational organization, individuals often need to join together in small teams to take action on a common problem. These teams typically work together to identify changes that may lead to improvement, as well as to prototype, test, and refine those changes over time. Leaders who successfully organize teams of people doing this kind of work are able to draw on their own prior experience of learning through PDSA testing and participating in improvement activities. As they step into leadership roles, they must move from doing the work themselves to developing the ability to support others in doing the work. This often includes recruiting and onboarding new team members, developing others' skills and knowledge of improvement, and supporting and guiding the group's testing efforts. **Facilitating Improvement TeamsSM** is designed to support leaders in developing and strengthening these leadership skills.

What will you learn?

Completion of the course will prepare participants to:

- Lead improvement activities and routines at the team level
- Develop improvement team members' abilities to improve

Course content includes resources and tools for coaching teams in the use of improvement science to get results against high-leverage problems of practice, as well as for recruiting and onboarding site improvement team members and preparing them to engage productively.



How Is the course structured?

Facilitating Improvement TeamsSM is delivered through a combination of independent online work, a 2-day interactive workshop, live webinars, and coaching sessions. The course is organized in three parts:

1. **Foundational Knowledge and Mindsets for Improvement.**

During the first four weeks of the course, participants engage with the dispositions that support improvement work and ways to build a team culture characterized by collaborative disciplined inquiry. This includes two live webinars that are each approximately 90 minutes long, as well as independent learning in an online platform.

2. **Learning by Doing.** This highly interactive, 2-day workshop introduces tools, resources, and strategies for leading an improvement team. It also includes opportunities to practice improvement team facilitation and PDSA-cycle coaching. Before leaving the workshop, participants develop plans for work in their home settings with an improvement team over the ensuing 8-week action period.

3. **Coached Practice.** During the action period between the 2-day workshop and the final webinar, participants follow the work plan they developed and apply their learning in their home context to the facilitation of an improvement team. To make the most of this coached practice, participants should plan to be working in a leadership or facilitation role during the final seven weeks of the course. Course activities will support participants in convening a new team, stepping into a new facilitation role with an existing team, or continuing in an existing facilitation role. As they meet weekly or biweekly during this time with their local improvement team to try out the skills and tools introduced in the course, participants will be supported by webinars or small-group coaching sessions.

Who should participate?

Individuals who are new to the role of leading an improvement team and those who are currently facilitating improvement work and want to strengthen their skills and knowledge will find value in this course. Participants should bring to the course a strong conceptual understanding of improvement and personal, hands-on experience running cycles of PDSA testing. This knowledge can be demonstrated through successful completion of both **Introduction to Networked Improvement BasicsSM** and **Improvement Science in Practice: Finding Solutions Through Iterative TestingSM** courses or equivalent experience.

Because the course focuses on skills for leading small, site- or organization-based improvement teams, it is appropriate for those working with an independent team or a team that is part of a networked improvement community.

Additional Information

Facilitating Improvement TeamsSM spans approximately 13 weeks.

Registration for the virtual course is \$3,300 per person, with all webinars and workshop sessions hosted on Zoom. This fee includes access to an online learning platform of course content, materials, and participant discussion boards; three real-time webinars; an intensive, interactive 2-day workshop; and small- group coaching sessions.

Currently, this is a fully virtual course.

Upcoming course dates and registration for **Facilitating Improvement TeamsSM** are available in the Professional Learning section of the Carnegie Foundation website, at www.carnegiefoundation.org/professional-learning. There you can also learn more about the Carnegie Foundation and its other professional learning courses and sign up to receive updates about future opportunities.

For more information about this course, please contact professionalllearning@carnegiefoundation.org.

