

Table 2.1 Desirable and Undesirable Characteristics of Coaching Candidates

<i>Desirable Coaching Characteristics</i>	<i>Undesirable Coaching Characteristics</i>
<ul style="list-style-type: none"> • Strong commitment to the concept of PLCs • Hardworking and dependable • Good judgment, common sense • Ability to hear all sides when viewpoints differ • Willingness to the group's good above personal good • Willingness to address hard questions with integrity • Sensitivity to the affective quality of group dynamics • Sense of balance between celebrating accomplishments and getting results • Willingness to lead by example (rather than by ego) • Sense of humor (not taking self too seriously) • Staying power in school or district • Credibility with teacher colleagues 	<ul style="list-style-type: none"> • Interest in power • Interest in serving ego • Interest in promotion ("resume fodder") • Tactlessness, insensitivity to others' feelings • Preference in answering questions rather than asking them • Greater interest in talking rather than listening • Value in being right over doing right • Complacency with superficial results • Tendency or history of holding grudges • Undue sensitivity to valid criticism • Inability to hold information in confidence

groups. If the PLCs are by subject (or grade level), there are only so many candidates who might coach the groups. But attention to who is best to coach the group is more important than who is the best teacher or who has been at the school the longest or any other criteria sometimes used by principals to select teacher leaders.

Team Building

Sometime in the mid-1980s, there was a push for what was labeled "cooperative learning." In essence, it called for teachers to put students into groups, presenting undeniable facts about how kids need to learn to work at tasks together and how teachers need to arrange their lessons in ways that foster the opportunity for kids to work collaboratively. Principals across the nation told teachers to put students in groups and