ORGANIZE THE TEAM

Review of team theory

A crucial step toward successful innovation is forming the right team to pursue each opportunity. Practice getting this right by drawing lines below to connect each scenario in the first column to the type of team in the second column that is the best match for it.

Scenario	Type of Team
1. A school wants to disrupt the traditional classroom model by creating a studio where students set individual learning goals, teachers seldom lecture, the learning space is flexible, and students move on as soon as they demonstrate mastery.	a. Functional team made of up teachers within the department
2. Algebra I teachers want to flip their classrooms to allow students to watch the lectures from their devices at home and then do practice problems and projects during class.	b. Lightweight team with a manager who shuttles back and forth between the various groups to coordinate
3. Fifth grade teachers want to work with the school's media specialists to oversee a computer lab in connection with a Lab Rotation program.	c. Heavyweight team whose members co-locate, leave behind their departmental interests, and have a senior manager with significant authority at the helm
4. A school wants to convert all the classrooms in a middle school into a Station Rotation model for core subjects.	d. Autonomous team with authority to redesign budget, staffing plans, curriculum, and facilities

Answers: 1-d; 2-a; 3-b; 4-c. Refer to Chapter 4 of *Blended* for further discussion about matching teams to tasks.

Personal Application

Discuss and record your thoughts about the following questions related to team design for your blended-learning initiative.

1, What type of team is the best match for the project scope that you have in mind?

- Autonomous
- Heavyweight
- Lightweight
- Functional

2. Why?

3. Which people within your organization could bring valuable expertise and support as members or leaders of this team?

4. If you're forming an autonomous or heavyweight team, you need to appoint a senior leader with significant clout to oversee the project. Circle the person above who you think would do this job best. If you are creating a lightweight team, you need a project manager who can shuttle between groups and help coordinate. Circle the person above who should play this role.