

Record of School Relationships

Providing effective support to a diverse collection of learning teams depends on an accurate assessment of the current state of relationships between colleagues on each team. School leaders interested in tracking the nature of the relationships across their entire organization can use the following record, which is based on the four basic types of relationships defined by Roland Barth (2006):

- 1. Parallel play**—Relationships where teachers and teams who work across the hall from one another have no idea what happens in each other's classrooms. They spend eight to ten hours a day no more than one hundred feet apart, but they might as well be living on separate continents.
- 2. Adversarial relationships**—Relationships based in subtle competition. Maybe it is the veteran fifth-grade teacher who refuses to share her lesson plans with the struggling first-year rookie next door, or the art teacher who hoards construction paper, deaf to the complaints of classroom teachers who have run out of supplies by midyear.
- 3. Congenial relationships**—Relationships that stay in the personal realm. Congenial friendships exist between the English teachers who meet every Thursday after school for a cup of coffee, but never discuss the critical elements of an effective essay. Congenial relationships help us enjoy and look forward to our work day, but they rarely help us improve as professionals.
- 4. Collegial relationships**—Relationships that have an impact on performance, for example teachers talking about practice, planning together, developing common assessments, and analyzing student data. When teachers are able to establish positive professional relationships, they improve their individual and collective capacities to improve teaching and learning.

Learning Team	Date of Rating	Type of Relationship Noted				Evidence for Rating
		Parallel	Adversarial	Congenial	Collegial	
		Parallel	Adversarial	Congenial	Collegial	
		Parallel	Adversarial	Congenial	Collegial	
		Parallel	Adversarial	Congenial	Collegial	
		Parallel	Adversarial	Congenial	Collegial	
		Parallel	Adversarial	Congenial	Collegial	
		Parallel	Adversarial	Congenial	Collegial	
		Parallel	Adversarial	Congenial	Collegial	