

THINGS THAT DERAILED A TEAM:

- Enabling conditions are insufficient or nonexistent.
- The team strives for harmony to the point that differing points of view are held back and the vigorous academic debate that fosters learning is diminished.
- *Mindless* reliance on habitual or scripted routines saps the team's energy and engagement.
- The team lacks individual accountability for learning and enforced norms, which leads to social loafing of members.
- Process loss is when a team is making poor use of its members' roles and strategies for accomplishing the learning task. (Process gain is when the teaming process itself generates more learning than students would have achieved without being in the team structure.)
- Lack of rigorous learning tasks for teams removes challenge and the corresponding cognitive engagement and positive interdependence it creates.
- Teachers intervene and rescue students too early, robbing teams from developing the self-reliance and team culture that comes from social norming and peer support as they practice and develop their social and emotional skills.
- The team cannot overcome student conflict, which requires the teacher to intervene or move members into different teams to get the teams back on track.

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