




A Culture of Collaboration

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Adapted from the work of Alcock & Jacobs (2016), Alcock, Fisher, Zmuda (2017), Alcock & Kallick (2011), Gruenert & Witaker (2015), Coyle (2018)



“We are
members one of
another”


-Ellen White



Who are the learners in our community?



Image: <https://www.nextgenlearning.org/challenges/professional-learning>



“Co-operation should be
the spirit of the
schoolroom, the law of its
life.”

-Ellen White



What are we working on?

Project Based Learning
(PBL)

Problem Based Learning
(PBL)

Phenomenon Based
Learning (PBL)

Questing

Standards Based Grading
and Reporting

Understanding by Design
(UbD)

Personalized Learning

Brain Based Learning
Environments

Instructional Practices

Activity:

What are our advantages?

What are our challenges?

Is there a strategy we can try?

What commitments can we make to one another today?



Image:

<https://www.joe.ie/life-style/video-hundreds-of-sheep-block-this-road-as-the-sheepocalypse-is-finally-here-493637?cacheTtl=5&cacheKey=request-browser-httpswwwjoeielife-stylevideo-hundreds-of-sheep-block-this-road-as-the-sheepocalypse-is-finally-here493637>

What is the secret to success in this work?



Image: <https://www.elephantjournal.com/2016/01/the-beginning-of-my-spiritual-journey/>

A Culture of Collaboration

Topics for this morning

1. Clarification of Terms:
Culture and
Collaboration
 2. Understanding our
own school culture
 3. Shaping a school
Culture: Strategies
-

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Collaboration:

to cooperate with an agency or instrumentality with which one is not immediately connected

to work jointly with others or together especially in an intellectual endeavor



Culture

From the Latin *cultus*, which means care.



Image: <http://www.canada.com/life/theholidayguide12/survive+family+dinner/923336/story.html>

Culture

vs.

Climate

Is the group's personality

Gives Mondays permission to be miserable

Provides for a limited way of thinking

Takes years to evolve

Is based on values and beliefs

Can't be felt, even by group members

Is part of us

Is "the way we do things around here"

Determines whether or not improvement is possible

Is the group's attitude

Differs from Monday to Friday, February to May

Creates a state of mind

Is easy to change

Is based on perceptions

Can be felt when you enter the room

Surrounds us

Is "the way we feel around here"

Is the first thing that improves when positive change is made

Building Blocks of School Culture

Climate

Roles

Mission and vision

Symbols

Language

Stories

Humor

Heroes

Routines, rituals, and
ceremonies

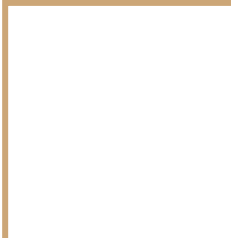
Values and beliefs

Norms

District Norms

- Presume positive intent
- Be respectful of everyone's time – start on time, end on time
- Be prepared and be present
- Communicate open and honestly
- Practice Active Listening
- Avoid side-bar conversations
- Avoid judgmental language

- Be kind
- Ensure ALL participants have a voice
- “Three before me”
- Be specific in your feedback
- Clarify, Recognize, Highlight
- Question, Probe, Challenge
- Hold ALL participants accountable for following the norms



“Fathers and mothers and teachers need to appreciate more fully the responsibility and honor that God has placed upon them, in making them, to the child the representatives of Himself. The character revealed in the contact of daily life will interpret to the child, for good or for evil, those words of God.”

-Ellen White



Types of School Cultures

Collaborative

Comfortable-collaborative

Contrived-Collegial

Balkanized

Fragmented, and

Toxic



Image:

<https://www.naceweb.org/career-development/best-practices/creating-a-culture-of-collaboration-with-career-champions/>

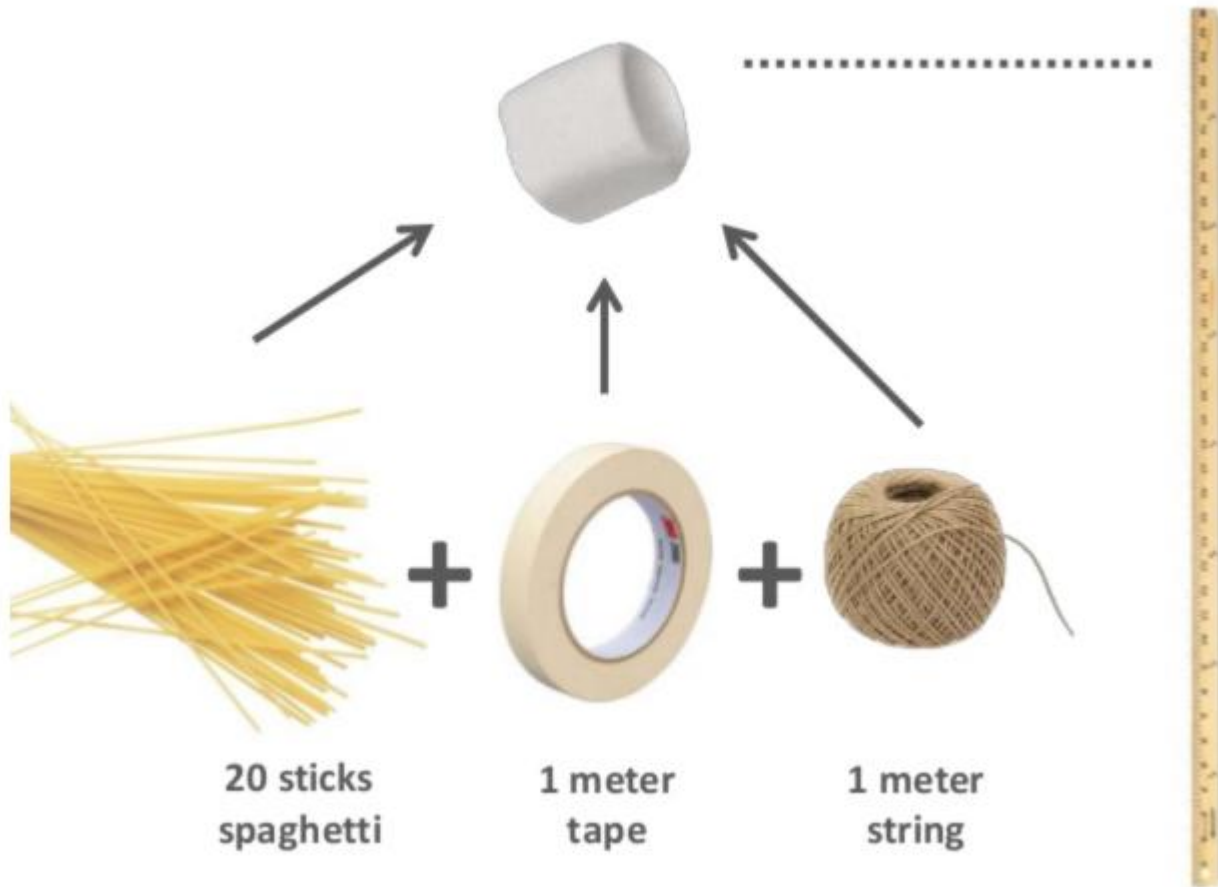
A Culture of Collaboration

The past,
current status,
leverage points,
roadblocks

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When $2+2=10$

Why do certain groups add up to be greater than then sum of their parts, while others add up to be less? (Coyle, 2018)



Peter Skillman started 5 years ago and

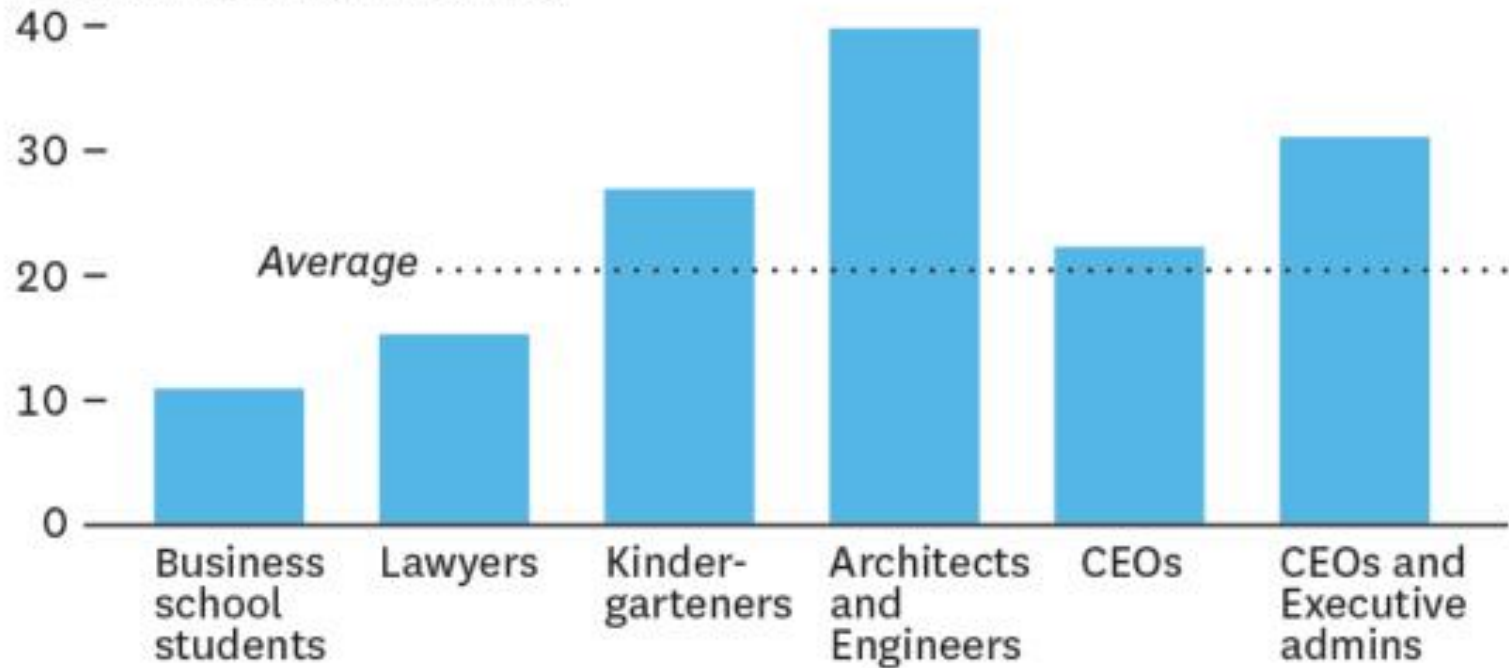
Tom Wujec launched into team building workshops globally.



Image from <https://isaacalvarado.health.blog/2016/12/02/first-blog-post/>

Image <http://geekswithblogs.net/MarkPearl/archive/2011/09/22/the-marshmallow-challenge.aspx>

TOWER HEIGHT (IN INCHES)



SOURCE TOM WUJEC, TED APRIL 2010

HBR.ORG

Image: <https://hbr.org/2014/12/innovation-leadership-lessons-from-the-marshmallow-challenge>

Why do kindergartens win the challenge?



Image:

<https://www.tofflerassociates.com/vanishing-point/why-kindergarteners-always-win-the-marshmallow-challenge>

**Independent
Thinking**

**Shared
Thinking**

**Interdependent
Thinking**

Thinking Continuum

Alcock and Kallick (2011)

A Culture of Collaboration

Capacity to collaborate

Build a team

Appreciate what works well

Describe the desired changes

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Strategies to Move Forward

Strategy 1: Stop with the excuses

Strategy 2: Stop generalizing

Strategy 3: Introduce a new enemy
to the group

Strategy 4: Let the most effective
teachers in on the
skinny



Immediate steps to Move Forward

1. Faculty survey about culture
2. Increase Belonging Cues (You are safe here)
3. Increase Vulnerability (We share risk here)
4. Establish Purpose (What's this all for? What are we working toward?)



Image:

<https://therecruiter.com.my/if-everyone-is-moving-forward-together-then-success-takes-care-of-itself/>

Adapted from Coyle (2018) and Gruenert & Whitaker (2015)

Safety - Belonging

Scenario 1: you are standing in the rain at a train station. A stranger approaches and politely says, "Can I borrow your cell phone?"

Scenario 2: You are standing in the rain at a train station. A stranger approaches and politely says, "I am so sorry about the rain, Can I borrow your cell phone?"

Question: To which stranger are you more likely to respond?

Alison Wood Brooks of Harvard Business School results - 422%



Image https://www.123rf.com/photo_109416795_young-woman-waiting-for-train-on-railway-station-backpacker-with-umbrella-is-traveling-in-rain-at-au.html



WIPRO - call center - 1 hour experiment

Group 1 - Training on WIPRO's identity. Company successes, met a "star performer," and answered questions about their first impressions of WIPRO. Given a fleece sweatshirt with company name.

Group 2 - Training focused on employee. Asked: What is unique about you that leads to your happiest times and best performance at work? What special skills to help in crisis? Given a fleece sweatshirt with their name and company name.

Staats, Gino, Cable results - 250%

Shared Vulnerability

United Airlines Flight 232 flight Denver to Chicago July 10, 1989 DC-10 285 passengers

Catastrophic failure - little training - odds low of happening and low for survival

Denny Fitch "Tell me what you want, and I'll Help you"

Shoulder to shoulder - using notifications patterned speech.

Survival of 185 passengers termed "A miracle"

Haynes: A little left bank. Back, Back.

Fitch: Hold this thing level if you can.

Haynes: Level, baby, level, level...

Dvorak: We're turning now

Fitch: More power, more power, give 'em more power.

Records: More power, full power.

Fitch: Power picks 'em up

Unknown Voice: Right turn, throttle back

Hayes: Can we turn left?

Dvorak: Do you want this seat?

Fitch: Yes, do you mind?

Establish Purpose - ideas for action

Name and Rank your Priorities

Be 10x as clear about your priorities as you think you should be

Define where your group aims for consistency and where it aims for flexibility

Embrace the catchphrases

Measure what really matters

Focus on bar-setting behaviors

Use artifacts

ABOUT

Our mission is to change the way education meets the future; to foster interdisciplinary, integrated thinking and innovative leadership; to engage fully in the global community; and to facilitate lifelong learning.

Reflective Schools Notes for Meetings

<p>Meetings are successful when the following three criteria are met:</p> <ol style="list-style-type: none"> 1. Meeting outcome has been achieved, 2. Meeting process was meaningful, engaging, and time efficient 3. Group develops as a collaborative team (individual and collective growth) 	<p>The team selects a facilitator. This role can be a rotating one should this be the wish of the Learning Team.</p> <p>All agendas have to be sent out at least one day before the meeting.</p> <p>Identify a Norms of Collaboration for the meeting. Or, ask individuals to identify a norm they wish to keep in mind for themselves. Blank Agenda Template</p>
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72019-2020

Agenda For:

Date/Time:

Location:

Facilitator:

In Attendance:

Apologies:

Goal: I = Inform

U = Understand

R = Recommend

D = Decision

Topic (add approx time in brackets)	Goal (I/U/R/D)	Focus Question Focus question (s) should aim to engage the team in meaningful thinking that helps unpack the focus of this item.	Background Information This section should mention: what the group will do (what), purpose (why), and process (how). Indicate background info, what you want to achieve by the end of the meeting and add any relevant links. This is where processes and protocols need to be mentioned.	Discussions, agreements, and next steps Use this section to record: <ul style="list-style-type: none"> - Important information for future reference. Progress in relation to Q3 & 4 can be recorded through the appropriate LTP form or similar forms. - Agreements made and next steps (who does what). Color code the name of responsible people to ease the follow up process. Provide time for collective and individual reflection and processing. Teachers choose where they wish to record their individual learning.
Purpose of today's meeting:				
Celebration (5 min)	U	What celebrations might we have?	Finding time to celebrate is a characteristic of excellent schools; Offering thanks and acknowledgement is an ISKL basic tenet.	
Grade 9 PE		Logistics for Today	Wrap up ABL at the end of today's class with	https://docs.google.com/spreadsheets/d/1rNki5reY_K4uucp0sHkfudup

A Culture of Collaboration

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Describe the desired changes

1. One More Strategy

HIERARCHICAL GROUPING



NETWORKING

Three tiers of networking

Tier 1 - individual to the greater community

Tier 2 - individuals or groups to individuals or groups
within a community

Tier 3 - group to individual or group in the greater
community

Activity:

What are our advantages?

What are our challenges?

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Reflection

- I used to think ... and now I think
- An example that helped me was...
- The question that is still on my mind is...



Belonging - ideas for action

Over communicate your listening

Spotlight your fallibility early on - especially if you are a leader by role

Embrace the Messenger - we mean hug

Preview future connection

Overdo Thank-yous

Be painstaking in the hiring process

Eliminate bad apples

Create Safe, Collision-Rich Spaces

Make sure everyone has a Voice

Pack up Trash

Capitalize on Threshold Moments

Avoid giving Sandwich Feedback

Embrace fun

Vulnerability - ideas for action

Make sure the leader is vulnerable first and often

Over communicate expectations

Deliver the negative stuff in person

When forming new groups, focus on two critical moments 1st vulnerability & 1st disagreement

Listen like a trampoline

Use flash mentoring

Make the leader occasionally disappear

In conversation, resist the temptation to reflexively add value

Use candor-generating practices like AARs, brain trusts, and red teaming

Aim for Candor; Avoid brutal honesty

Embrace the discomfort

Align Language with Action

Build a wall between performance review and professional development

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