

STRATEGIES FOR CREATING A DELIBERATELY DEVELOPMENTAL SCHOOL CULTURE TO SUPPORT PROFESSIONAL GROWTH ~ NAEYC CONFERENCE NOVEMBER 14, 2018

OPENING REFLECTION: HIDING

“In any organization, most people are doing a second job no one is paying them for. In businesses large and small: in government agencies, schools, and hospitals; in for-profits and non-profits, and in any country in the world, most people are spending time and energy covering up their weaknesses, managing other people’s impressions of them, showing themselves to their best advantage, playing politics, hiding their inadequacies, hiding their uncertainties, hiding their limitations. Hiding.”

An Everyone Culture, p.1

“...When people are hiding their weaknesses they have less chance to overcome them, so you must continue to pay the cost of these limitations as well – everyday.”

An Everyone Culture, p.2

WHAT IS THIS POWERFUL QUOTE BRINGING UP FOR YOU AS A LEADER?

HOW IS IT LINKED TO SUPPORTING PROFESSIONAL GROWTH AND ACCOUNTABILITY?

Presented by: Susan MacDonald, Inspiring New Perspectives

Website: www.inspiringnewperspectives.com

Email: inspiringnewperspectives@gmail.com

Facebook: <https://www.facebook.com/InspiringNewPerspectives/>

Twitter: @inspiringnew

LinkedIn: <https://www.linkedin.com/in/susan-macdonaldinspiringnew>



LEADERSHIP STRATEGIES TO SUPPORT A DELIBERATELY DEVELOPMENTAL CULTURE

Eight Strategies Checklist

Check Points	Yes / No or Needs Improvement	New Ideas to Try
1. Vision Statement – Clearly define your vision for the next 1 – 2 years		
2. Infuse Positive Energy – Into all aspects of your professional work		
3. Individual Professional Development Plans (IPDP) – Create a yearly plan with clearly defined goals, action steps and timelines for every teacher and administrator		
4. Continuous Quality Improvement Plan (CQI) – Outlining the goals and actions steps the program needs to focus on to improve quality		
5. Passionate, Engaged Leadership – To insure teachers, family and children are supported and thriving. Utilize your time effectively to support the achievement of the goals for program and the teachers		
6. Impactful Professional Development – Participate in meaningful professional development opportunities		
7. Strength-Based Coaching - To support skill development and professional growth		
8. Embrace Change!		

1. What are you inspired to do to enhance the culture and climate of your program?

2. What is one new idea you are going to try?

THREE DIMENSIONS AND TWELVE FEATURES OF A DELIBERATELY DEVELOPMENTAL ORGANIZATION

Dimension One: EDGE: Developmental Aspiration Orientated to the Growing Edge

- **Adults Can Grow**

Adults, not just children, can and need to keep growing

We need to continually improve the people who do the work

Better Me – constant individual improvement

+

Better You – helping others as a core value

=

Better Us – the payoff for everyone (Next Jump's Model)

- **Weakness is a Potential Asset; Error is an Opportunity**

People's limitations are seen as their growing edge, a resource, an asset that should be continuously and publicly engaged

Growth – Not Fixed Mindset

- **Run on Developmental Principles**

Shared principles actively shape the conduct and decisions from the smallest to the most strategic.

In a strongly woven developmental culture, principles are discussed, debated, applied, revised and posted; in short, they're ever-present and play an active role in daily life of the program

- **The Bottom Line is all One Thing**

A DDO looks at the bold institutional aspirations, on the one hand, and further-developed human capabilities, on the other, as part of a single whole. Each depends on the other.

Dimension Two: Groove: An Immersive and Seamless Set of Practices

- **Mind the Gaps**

In the never-ending quest to keep ourselves safe in the workplace we allow gaps to form between ourselves and others, between plans and actions and even between parts of ourselves

Gaps Arise Between:

- What we do and say
- What we feel and say
- What we say at the water cooler and what we say in a meeting

- **Set the Time Scale for Growth, Not Closure**

DDOs invest time in the present for learning and growing in order to create the conditions for even greater success in the future

Time is freed up when people start spending less time covering up their weaknesses

Dimension Three: Home: Developmental Communities to Provoke and Hold Vulnerability

- **Rank Does Not Have Its Usual Privileges**

Higher rank gives you no free pass on the merits of your ideas, freedom from disagreement or immunity for the requirement to keep growing and changing to serve your needs and those of the program

- **Everyone Does People Development**

People development is everyone's responsibility and it gets done every day

It is an essential and integrated component of the organization

- **Everyone Needs a Crew**

If people must be willing to be vulnerable in order to grow, they also need a community that will support them in – and through- their vulnerability

Your crew is an ongoing group you can count on to be an instrument of your vulnerability and support your growth

- **Everyone Builds the Culture**

All employees are expected to contribute to the culture, to step forward at any time to improve how the organization does its work. Everyone is expected to embody the culture and to strengthen it.

Adapted from Chapter 3: A Conceptual Tour of the DDO: Kegan, Robert, Lisa Laskow Lahey, Matthew L. Miller, Andy Fleming, and Deborah Helsing. *An Everyone Culture: Becoming a Deliberately Developmental Organization*. Cambridge: Harvard Business School, 2016.

APPRECIATIVE INQUIRY EXERCISE: CREATING CHANGE POSITIVELY

Lead-In Statement

Mention “change” and, in most cases, it provokes feelings of concern, resistance, and anxiety. Change has high points and low points. For now, let’s focus on the high points of a previous change experience. Think of a time when you experienced change and it was a positive experience. It may not have started that way, but it ended up positive for you. Discovering what worked in the past reminds us all that we can change successfully. Building on those capacities, envision how you can position yourself to embrace change in a more positive and expansive way in the future. Identifying what works, imagine what you can do personally on the next change initiative, or plan a project that the team can undertake and recommend how leadership can be supportive during times of change.

Focus 1—Discover High Points in a Positive Change Story

Paired Interviews

1. Thinking back on previous change experiences, there will have been high points and low points. Let’s focus on the high points of a change experience, when it all worked out well in the end.
 - Tell your story. • Describe what was happening.
 - Who was involved?
 - What were you doing?
2. Without being humble, what were some of the specific things about you that made the change positive?
 - What are some things you did, thought, and felt? What are you proud of?
3. What were some of the helpful contributions of others, for example:
 - Ways the change was planned, organized, and communicated;
 - How leadership contributed;
 - The way relationships helped; and • The timing of it all.

Focus 2—Three Wishes to Help Create Change Positively

Interview Pairs Combine to Form Groups of Four or Six

4. In your small groups, interviewers introduce their interview partners and share the high points of their partners’ stories of “Creating Change Positively.”
 - As you listen respectfully, focus on the common themes that come up in the stories.
 - Select one story that exemplifies the strengths and successes in creating change positively to present to other groups. These attributes represent the “positive core” in creating change positively.
5. From the collective stories you’ve heard about creating change positively, what themes emerge: themes of strengths, assets, success factors?
6. Building on your high points, if you could grant three wishes to make the next change a positive experience, what would those wishes be for
 - You and your colleagues? Leadership? The organization?

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14 THOUGHTS ABOUT BUILDING A GREAT CULTURE

1. Great leaders build and drive great cultures. They know it's their number one priority. They can't delegate it. They must lead and be engaged in the process.
2. Culture is the reason why great organizations have sustained success. Culture drives expectations and beliefs. Expectations and beliefs drive behavior. Behavior drives habits. Habits create the future.
3. Culture beats strategy. Strategy is important but it is your culture that will determine whether your strategy is successful.
4. If you focus on the fruit of the tree (outcomes and numbers) and ignore the root (culture) your tree will die. But if you focus on and nourish the root you always have a great supply of fruit.
5. When building a team and organization you must shape your culture before it shapes you. A culture is forming whether you like it or not. The key is to identify what you want your culture and organization to stand for. Once you know the values and principles that you stand for, every decision is easy to make; including the people you recruit and hire.
6. A culture of greatness doesn't happen by accident. It happens when a leader expects greatness and each person in the organization builds it, lives it, values it, reinforces it and fights for it.
7. Culture is dynamic, not static. Everyone in your organization creates your culture by what they think, say and do each day. Culture is lead from the top down but it comes to life from the bottom up.
8. Your culture is not just your tradition. It is the people in your building who carry it on. —Brad Stevens, Head Coach, Boston Celtics
9. When leading a new team or organization, it will take longer to build a new culture if you allow negative people from the previous culture to contaminate the process.
10. When you build a strong, positive culture most of the energy vampires will leave by themselves because they don't fit in. But you may have to let a few energy vampires off the bus.
11. Creating a culture where people are afraid to fail leads to failure. Allowing people to fail and learn from failure ultimately leads to success.
12. Change is a part of every culture and organization. Embracing change and innovating will ensure that your organization thrives.
13. Progress is important but when innovating and driving change make sure you honor your tradition, purpose and culture. This generates power from your past to create your future.
14. Culture is like a tree. It takes years to cultivate and grow and yet it can be chopped down in a minute. Protect your culture.

CREATING A VISION AND GOALS FOR ENHANCING THE GROWTH CULTURE OF YOUR PROGRAM

VISION STATEMENT

Create a Vision Statement that accurately reflects your hopes and dreams for enhancing the growth culture of your program. What are you committed to? What will your ideal school culture look, feel and be like in six months? One year?

Two Goals That Will Guide You in Bringing Your Vision To Life:

1.

2.

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RESOURCES

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