

Building and Leading Teams

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11.00 to 18.00

3 NOVEMBER 2022





Building and Leading Teams

Nancy Lhoest-Squicciarini

What do you want to gain from this session? Please write on a post - a note and adhere to the blue bulletin board?





**Family
Enthusiastic
Reader
Walk
Promote
Connections**



What is your 6 word biography?

Share Your Six Word Summary

- Stand when you have your 6 word biography ready to share.
- Music playing - Move around the room
- Music Stop - Partners introduce themselves & share six word summary
- Music playing - Move around the room
- Music Stop - **NEW** Partners share six word summary

Hand Signal





Positive Intent

Making no assumptions

Equal Voice

Active Listening

Confidential

Building Trust

Be Present

Physically & Mindset



<https://tinyurl.com/ECISTeacher2022>

Printed copies of the URL are on each of the tables.



GDPR

Transformative Professional Learning



NOT Transactional



AMPLIFY

What has had a HIGH impact already and needs some more focus?



CHANGE

What has had a LOW impact already and needs a pivot or redesign?

DITCH

What has had a NO impact and needs justified or ditched?

Spaghetti Marshmallow Challenge



Objective: To construct the tallest **freestanding tower** in teams using 20 pieces of spaghetti, 1 marshmallow, 1 meter of yarn and masking tape. The marshmallow must be placed on the top of the tower. The tallest tower still standing unassisted wins.

- Construction must be built on top of the tables with no objects underneath.
- No objects can be used for leaning.

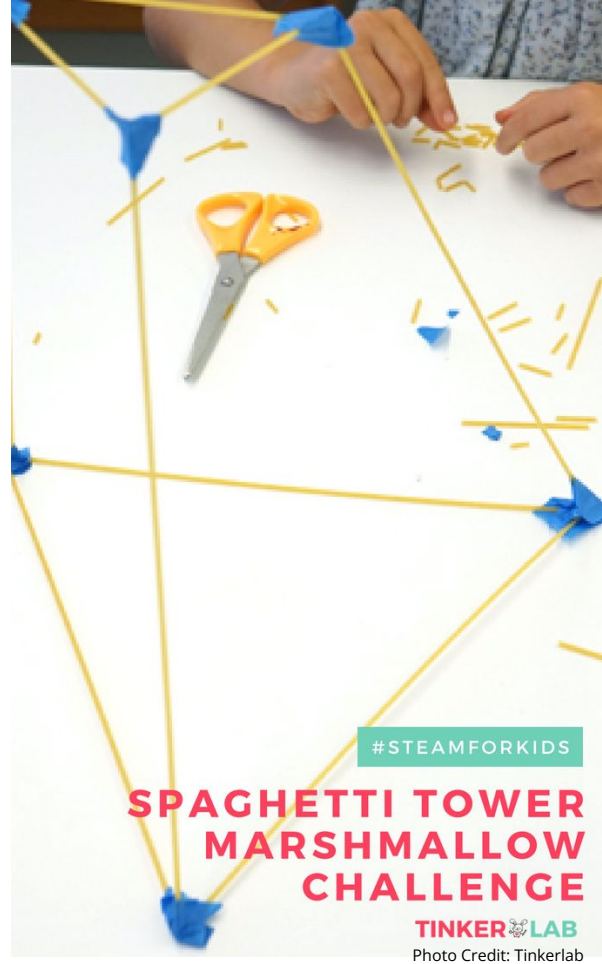


10:00

Stop

Why?

- Innovation is about building on each other's ideas.
- Key to success lies in being able to collaborate.
- True magic happens when we tap into the potential of everybody's unique strengths by combining our expertise.
- When building on each other ideas rather than competing to have the best idea, unimagined outcomes become suddenly possible.



Session Objectives

How does inspiring trust from others enable Leaders to positively collaborate to impact a Team's effectiveness?

How does psychological safety create a Team climate which values contributions & input into how the Team carries out its work?

How do Middle Leaders elevate and promote "teacher collective efficacy"?

How is real leadership revealed in daily small moments and interactions?

Agenda



You

Students

Colleagues

Photo Credit: Zachary Nelson on Unsplash

1

Objective

How does inspiring trust from others enable Leaders to positively impact a Team's effectiveness?




Photo Credit: Pexels



Reflect on positive
experiences or
interactions you have
had with Leaders?

What did they do??

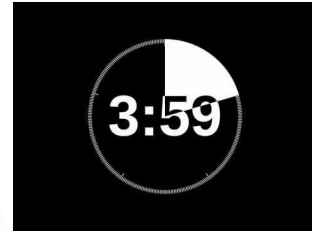
Tribute to Chris Bowman, ISL Director 2007 - 2015



Genuinely
cared for me
beyond being
a teacher ...



Followed
up after
saying he
would



One idea per post-a-note



“I’ve learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.”

- Maya Angelou

(April 4, 1928 – May 28, 2014)



*“Education is a field built on relationships, but we are **rarely** taught how to nurture them. What does trust look like in practice? What concrete steps can leaders take to foster a culture of trust?”*

Michelle Blanchet

“What Does Trust Look Like in a School?”

Edutopia, February 1, 2022

Cognitive Trust

Schumann et al. [36]

PREDICTABILITY

The degree to which a person meets the expectations of the trustor in terms of reliability and consistence of behavior

ABILITY

Capability of a trustee (based on knowledge, competence and skills) to perform tasks within a specific domain

BENEVOLENCE

The perceived level of courtesy and positive attitude

INTEGRITY

The intrinsic moral norms of a trustee guard his action with (e.g. sincerity, discretion, honesty)

Affective Trust

Schumann et al. [36]

Tripod Model

Mayer et al. [26]

A

Able:
Demonstrate
competence

B

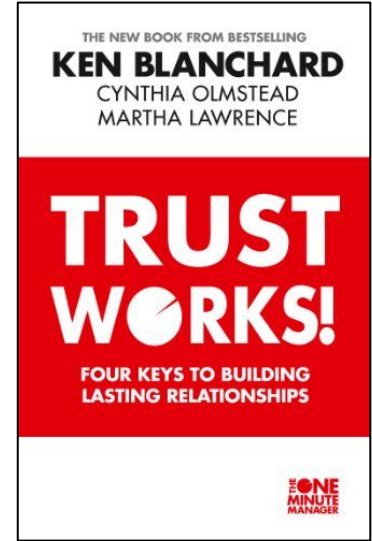
Believable:
Act with
Integrity

C

Connected:
Cares about
others

D's

Dependable:
Honours
Commitments



of Trust

A

Able:
Demonstrate
competence

Expertise
Develop skills
Resolve problems
Use skills to support others
Be the best at what you do
Knows how to get the job done
Facilitation Skills

of Trust

B

**Believable: Act
with Integrity**

Integrity
Credible
Authentic
Be honest
Admit when wrong
Fair process
Non-judgmental
Show respect

of Trust

C

Listen to others
Ask for input
Show empathy
Show interests in others
Praise and commend
Open Communicators

**Connected:
Cares about
others**

of Trust

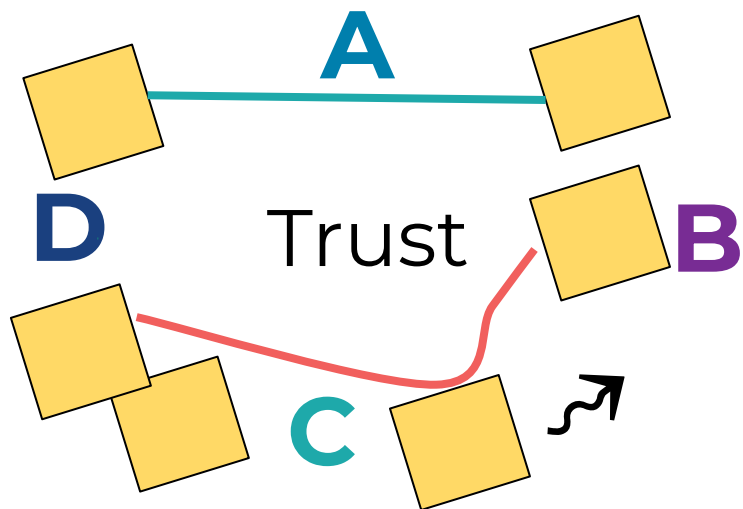
D

**Dependable:
Honours
Commitments**

Be organised
Follow up
Honours commitments
Accountable
Be responsive
Be consistent
Be timely

of Trust

With your tables ...
1 sheet of chart paper, label ABCD



GENERATE

You have already generated ideas

SORT

Sort all your ideas by the characteristics of the ABCD's of Trust

CONNECTIONS

Ideas by drawing lines between the ideas that have something in common

ELABORATE

Discuss application to your role as a Middle Leader



4:46



Gallery Walk ... Trends and Patterns





2 Objective

How does psychological safety create a Team climate which values contributions & input into how the Team carries out its work?



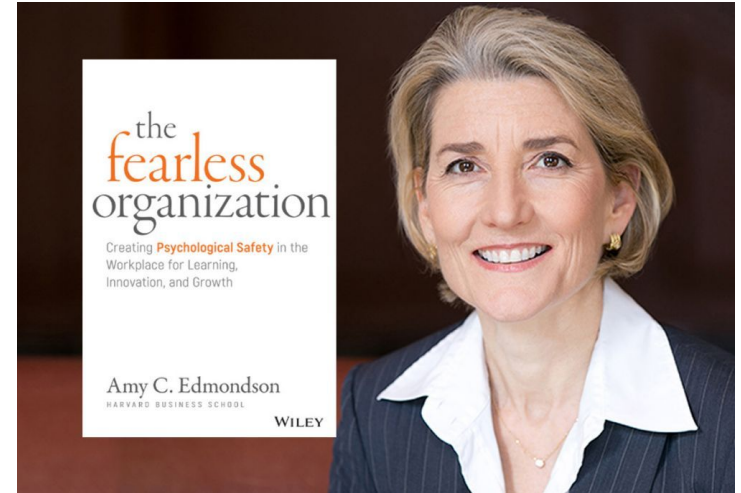
**Where trust is high,
Teams have more
psychological safety.**

“People will trust
their leaders when
their leaders do the
things that make
them feel
psychologically safe.”
— Simon Sinek



“Psychological safety is a belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns or mistakes.”

Amy Edmondson
Harvard Business School Professor



The Google logo is displayed in its characteristic multi-colored font (blue 'G', red 'o', yellow 'o', blue 'g', green 'l', red 'e') on the glass facade of a modern building. The building's glass reflects the sky and surrounding environment. A tree with yellow-green leaves is visible in the lower-left foreground.

Google

Project Aristotle

Approximately 200 teams

1500+ interviews

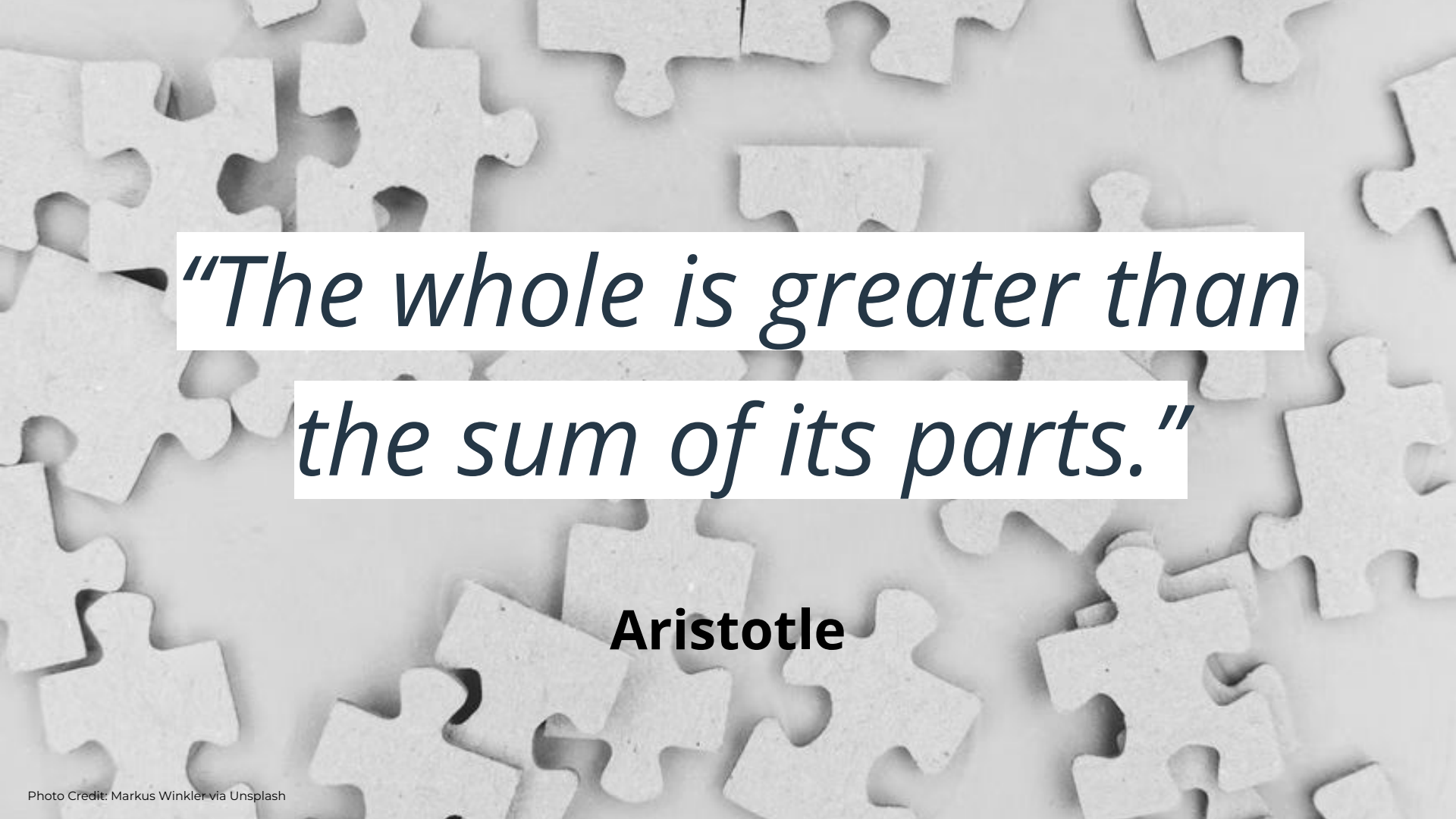
250 attributes

How often did teammates socialize outside the office?

Did they have the same hobbies?

Were their educational backgrounds similar?

Was it better for all teammates to be outgoing or for all of them to be shy?



*“The whole is greater than
the sum of its parts.”*

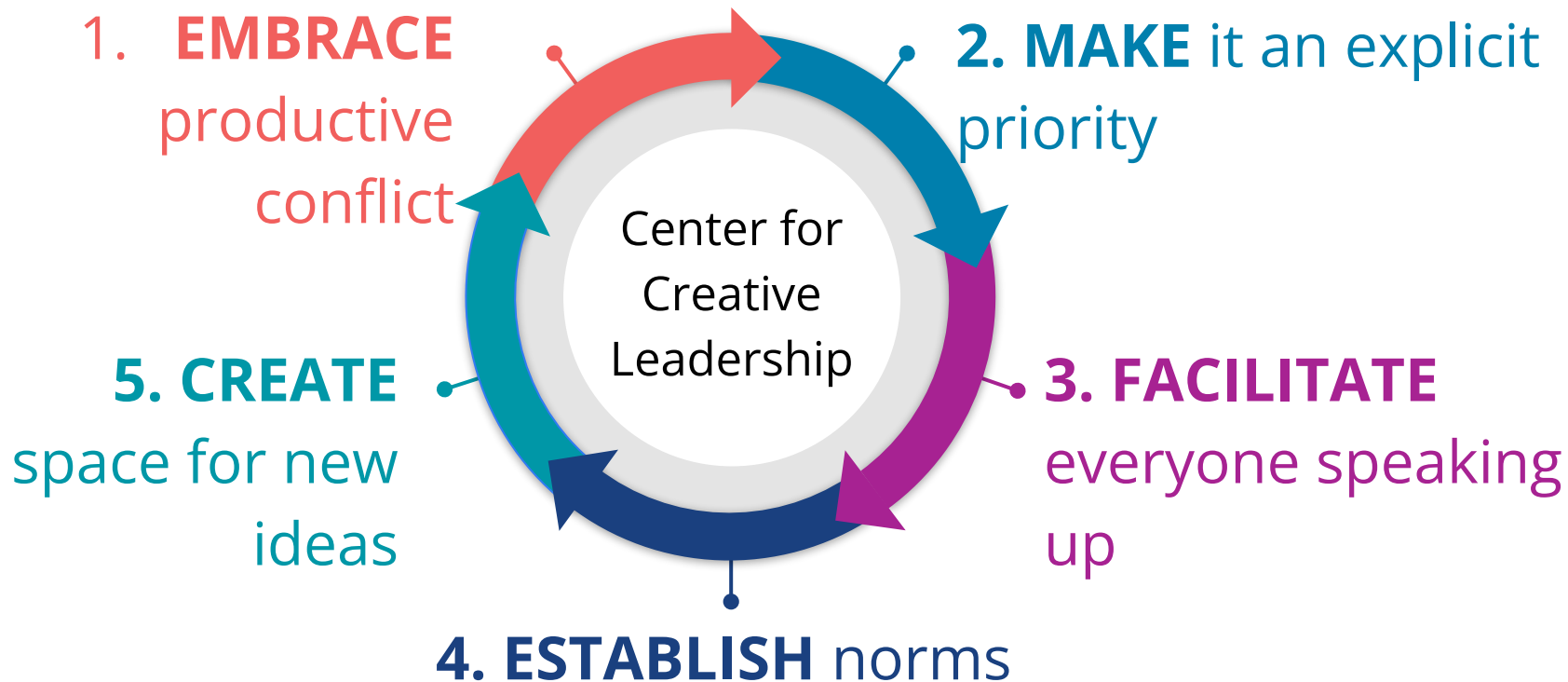
Aristotle

*“However, after reviewing the academic evidence and data from almost 200 teams, the researchers concluded that **“team norms”** and, particularly, **“psychological safety”** were the key drivers of strong team performance.”*

Source: “Psychological Safety for High-Performing Teams.” Management 3.0, 5 Apr. 2022, <https://management30.com/blog/psychological-safety/>.



Create Psychological Safety



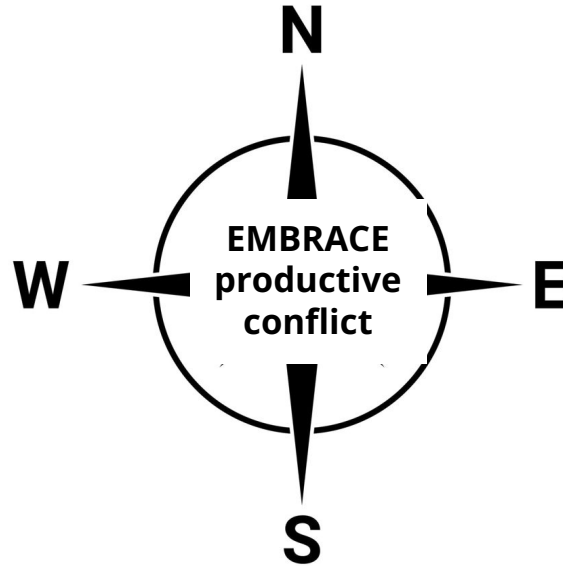
Number Off

1, 2, 3, 4, 5

4:46

What **needs** to be in place *before* implementing?

What is **worrisome** about this approach?



What **excites you** or the **positives** of this approach?

What are **strategies** to implement?



AMPLIFY

What has had a HIGH impact already and needs some more focus?

notosh

CHANGE

What has had a LOW impact already and needs a pivot or redesign?

DITCH

What has had a NO impact and needs justified or ditched?

What will you **AMPLIFY**,
DITCH or **CHANGE**?



Photo Credit: iStock


3 Objective

How do Leaders elevate & promote teacher collective efficacy?



What is
“teacher
collective
efficacy”?





**When you think “teacher collective efficacy”,
what words come into mind?**
Table Share: One person, one word, one minute.



48

Self Efficacy

A belief in one's capabilities to organize and execute a course of action required to produce a given attainment.

Teacher Efficacy

The extent to which teachers feel confident they are capable of bringing about learning outcomes.

Collective Teacher Efficacy

Perceptions of teachers efforts of the faculty as a whole will have a positive effect on students.



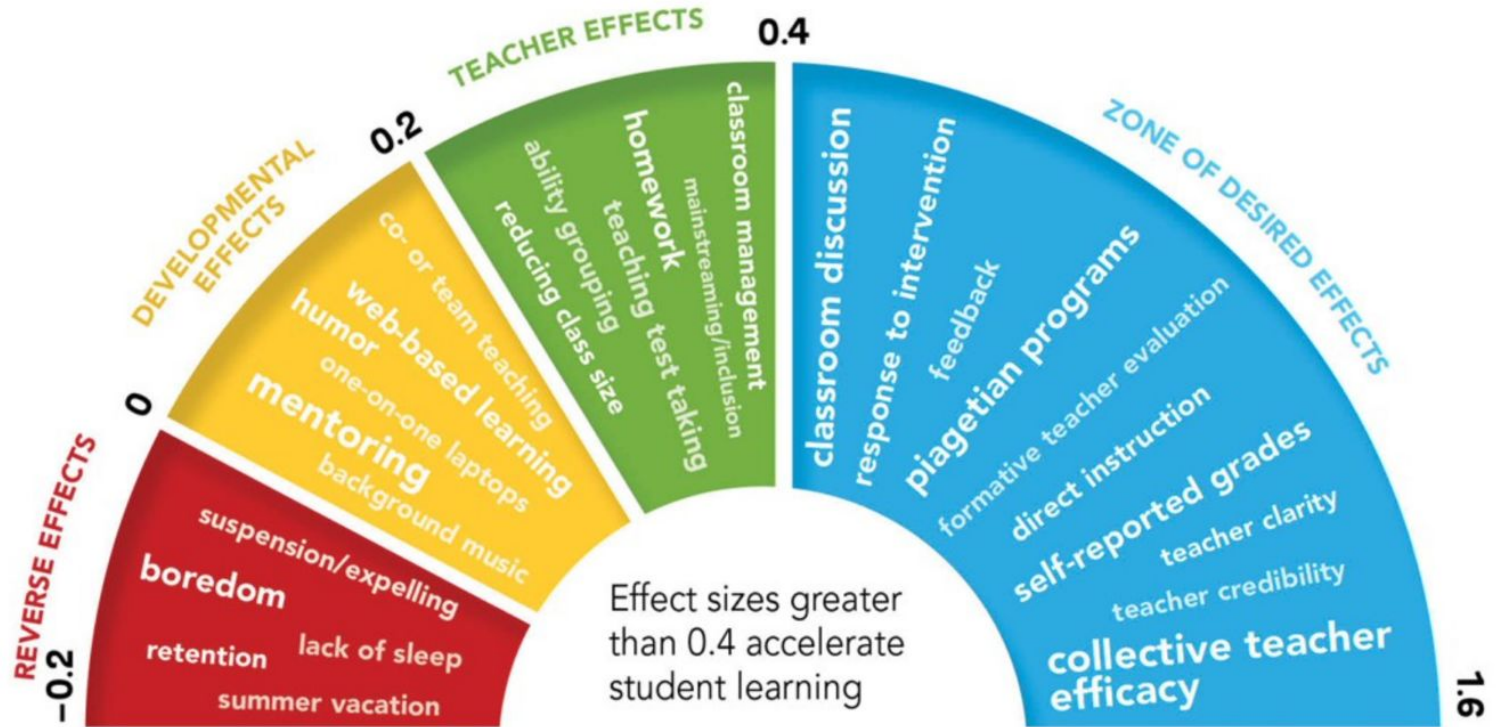
Collective Teacher Efficacy (CTE) is defined as a staff's shared belief that through their collective action, they can positively influence student outcomes, including those who are disengaged or disadvantaged (Hattie, 2016).

Through the Visible Learning research, John Hattie has identified more than 250 factors that influence student achievement.

Which variables have the greatest impact on student achievement?



Variables having the greatest impact on student achievement



Three approaches for Middle Leaders ...

1

Shared teacher collaboration & meeting time

2

Opportunities to see each other teach

3

Look at student work together



don't
JUDGE
me



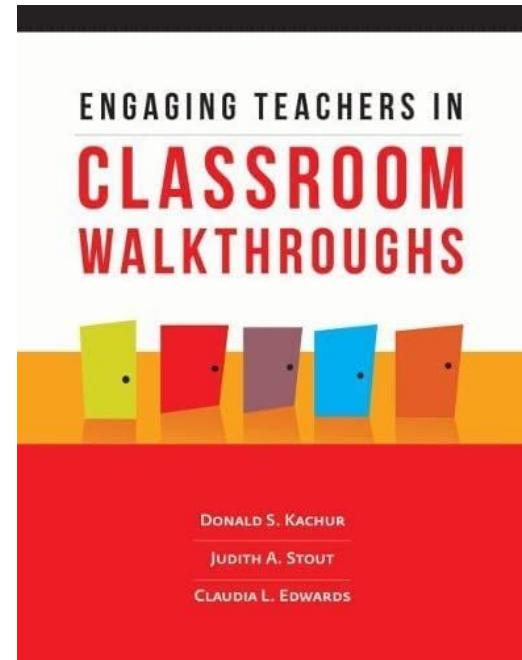
Photo Credit: niroworld via Shutterstock





A set of operating norms convey expected behaviours during visits to encourage interdependence and positive sharing among teachers.

- Sit or stand quietly in an unobtrusive place such as the back of the room or in an empty chair
- Focus on gathering data about student learning
- Use open, nonjudgmental body language
- Ask students about their learning if it is appropriate and can be done without interrupting instruction or learning
- Observe the lesson from the perspective of the student as a learner
- Avoid speaking to the colleague during the lesson



3 × 3

Peer Observation focusing on student learning

	What are you learning today?	Why are you learning this?	How will you know you have learned it?
Student 1			
Student 2			
Student 3			

The [#ObserveMe](#) movement, made famous by Robert Kaplinsky, is an approach for teachers to receive peer feedback.

#OBSERVEME

If I am teaching, you are
welcome to
observe me anytime!

I am always looking for constructive
feedback on the following teaching goals:

3: Instructional Strategies

8: Academically Challenging Environment



Shadow a Student Challenge

A crash course in empathy that starts with seeing school through a student's eyes. It helps school all educators find meaningful opportunities to improve the experience for students, and take insight-driven action to create change at their schools.



Meeting Starters or Commerical Breaks:

Start each collaborative meeting with colleagues sharing best practices within their own classrooms.



Collective Wisdom: +1 Routine

- ***Why is an understanding of “teacher collective efficacy” important to your role as a Leader?***
- Pass YOUR paper to the right
- Taking 1-2 minutes, reads through the reflection you received
- Add **ONE** new idea to the list.
 - elaboration (adding a detail)
 - a new point (adding something that was missing)
 - connection (adding a relationship between ideas).

■ **When I raise my hand, REPEAT.**





Connections, Challenges, Concepts, Changes (attitude, thinking, action)

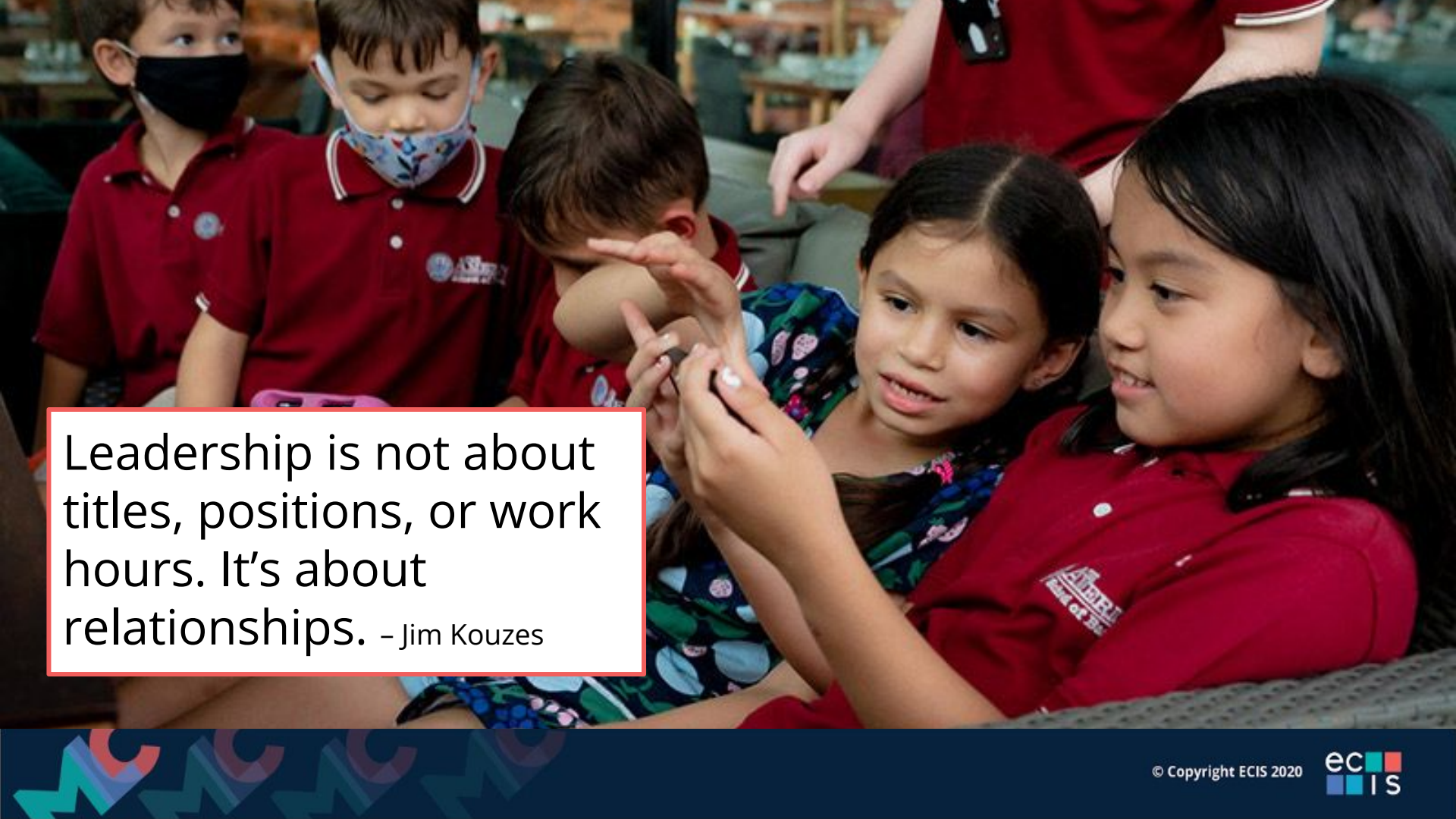
What will you **AMPLIFY**,
DITCH or **CHANGE**?

4

Objective

How is real leadership revealed in daily small moments and interactions?





Leadership is not about titles, positions, or work hours. It's about relationships. – Jim Kouzes

Drew Dudley has spoken to over 250,000 people on 5 continents where his TED talk was named by both TIME and Business Insider as one of their “7 TED Talks That Will Make You a Better Leader.”





Lollipop moment (n) \ lol-ee-pop, moh-ment \ -
a special moment where one individual positively
shapes another person's life, but may not realize
his or her impact.



Photo Credit: Lisa F. Young via Shutterstock

Your role as a Leader ...
encourage the heart, the
ability to recognize the
contributions of individuals,
celebrate accomplishments,
and make people feel like
heroes so team members
share in the rewards of the
team's efforts.



Photo Credit: Unsplash Source: <https://www.flashpointleadership.com/blog/lollipop-moments-your-measure-of-daily-leadership>



We need lollipop moments and we need to let people know these lollipop moments happen.

It's transformative to think that we may have made the biggest impact on an individual and may not even know it.



Reflect on positive experiences or interactions you have had with Leaders?

What did they do??

**LOLLIPOP
MOMENTS**

MAKE IT
happen

Vector Credit: Mark Rademaker via Shutterstock

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Ken Blanchard

A B C D's of Trust

Amy Edmondson
Psychological Safety

Google
Dynamics that make
great teams successful

John Hattie
Teacher Collective
Efficacy

Drew Dudley
Lollipop Moments



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What do you want to gain from this session? Please write on a post - a note and post on wall?





1 Word Summary