

# Building a Committed and Trusting Team

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# Agenda

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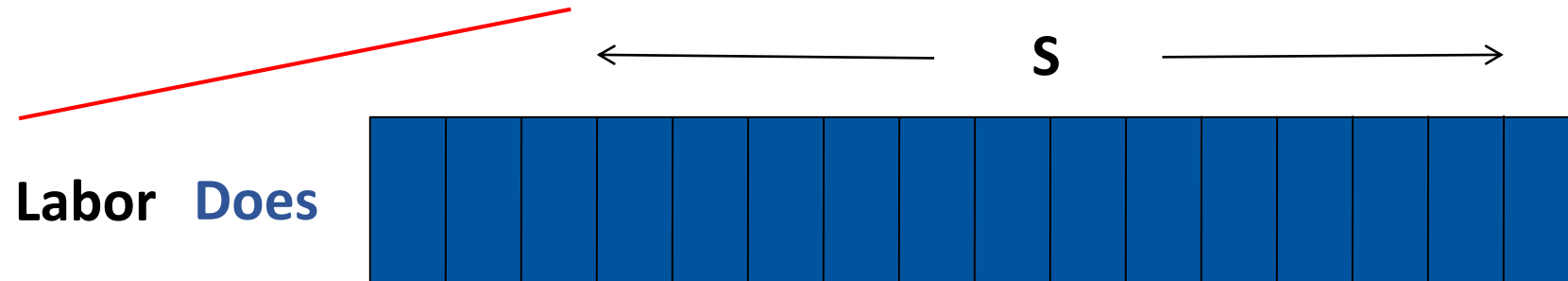
- **Welcome and Introductions**
  - *How to build a fruit salad*
- **The Importance of Collaboration**
  - *Research & Evidence*
- **Stepping Up & Stepping Back**
  - *The Act of Listening*
  - *Finding Empathy for Others*
- **Core Elements of Effective Teams**
  - *Rennie Center Teaming Rubric*
- **Closing Reflections**
  - *Additional resources*



# Mass Production Industrial Model

- Divide Complex Knowledge into Simple Parts
- Create Narrow Standards for Each Part
- Separate classes of employees: *Thinkers & Doers*

Management **Thinks**



(Taylor, 1913)





# From the Individual to the Team

## From

Position-Based

Competitive

Win-Lose



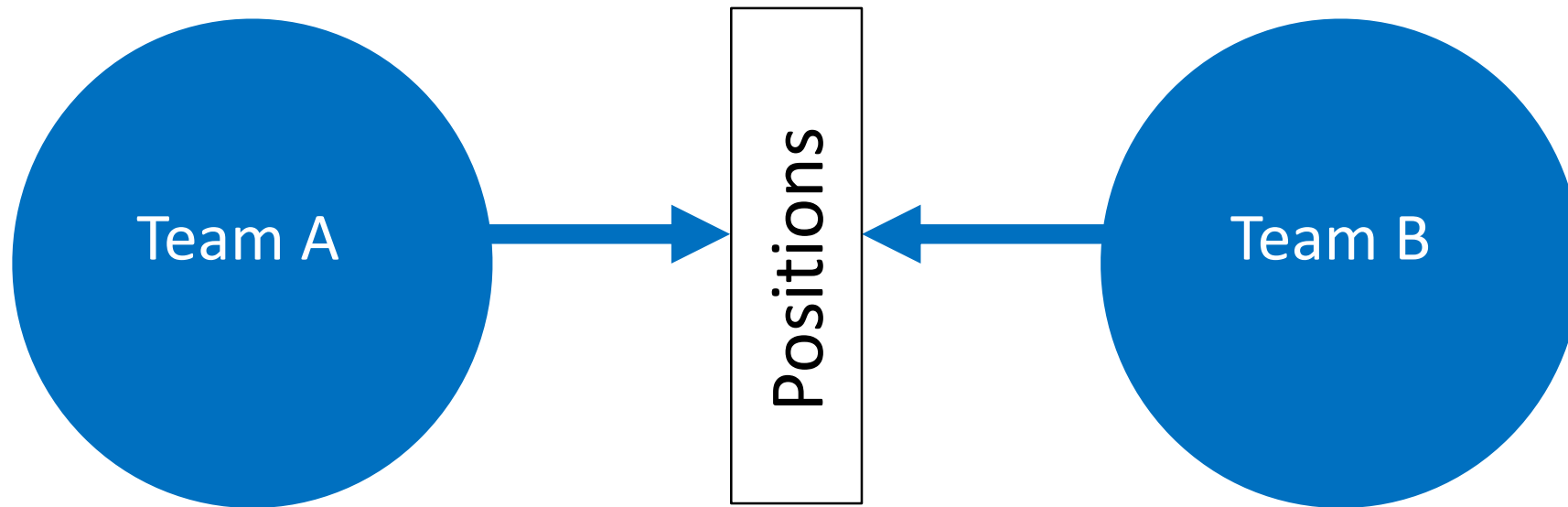
## To

✓ Interest-Based

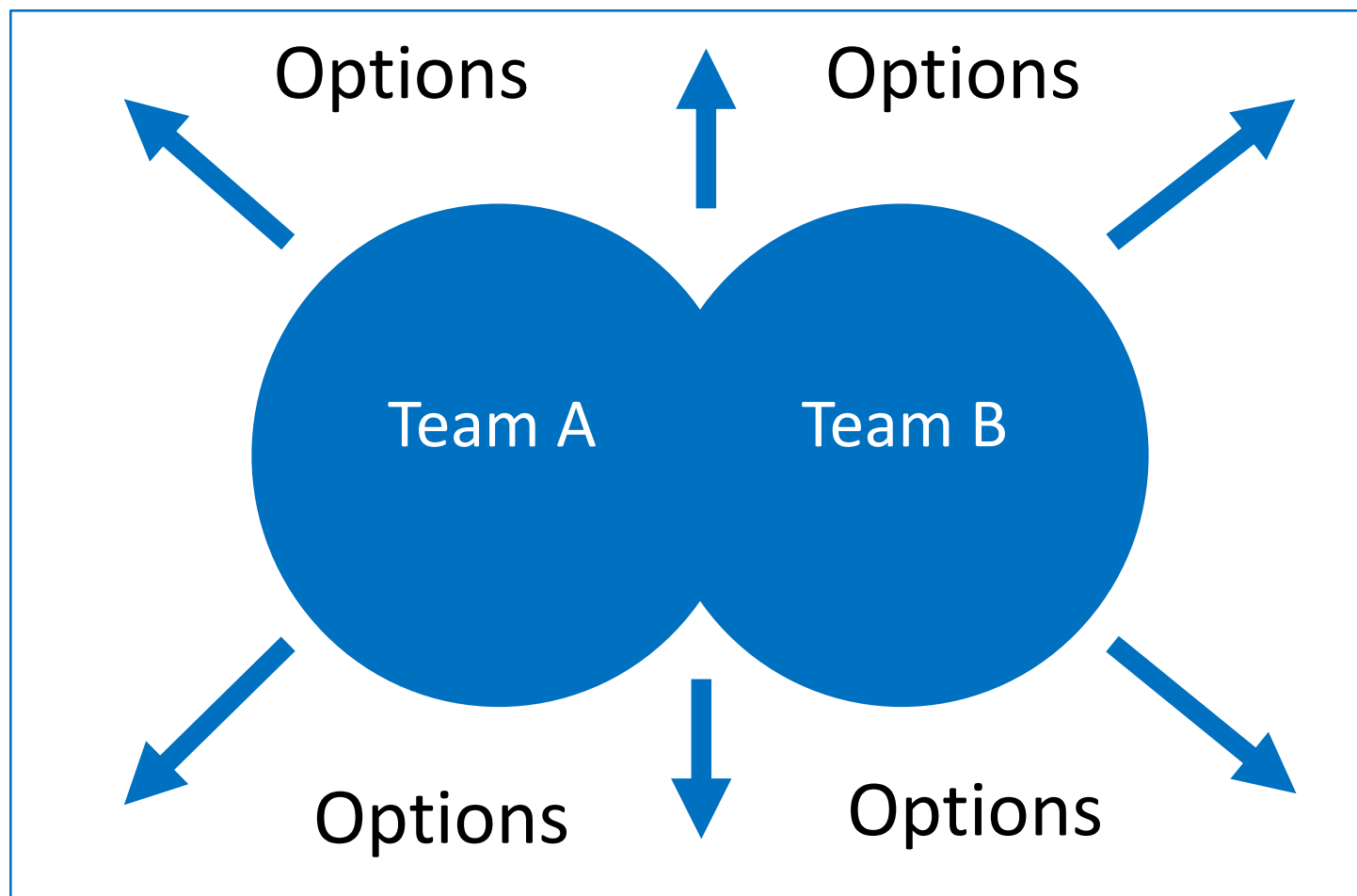
✓ Collaborative

✓ Mutual gain

# Positional Negotiations



# Partnership-based practice



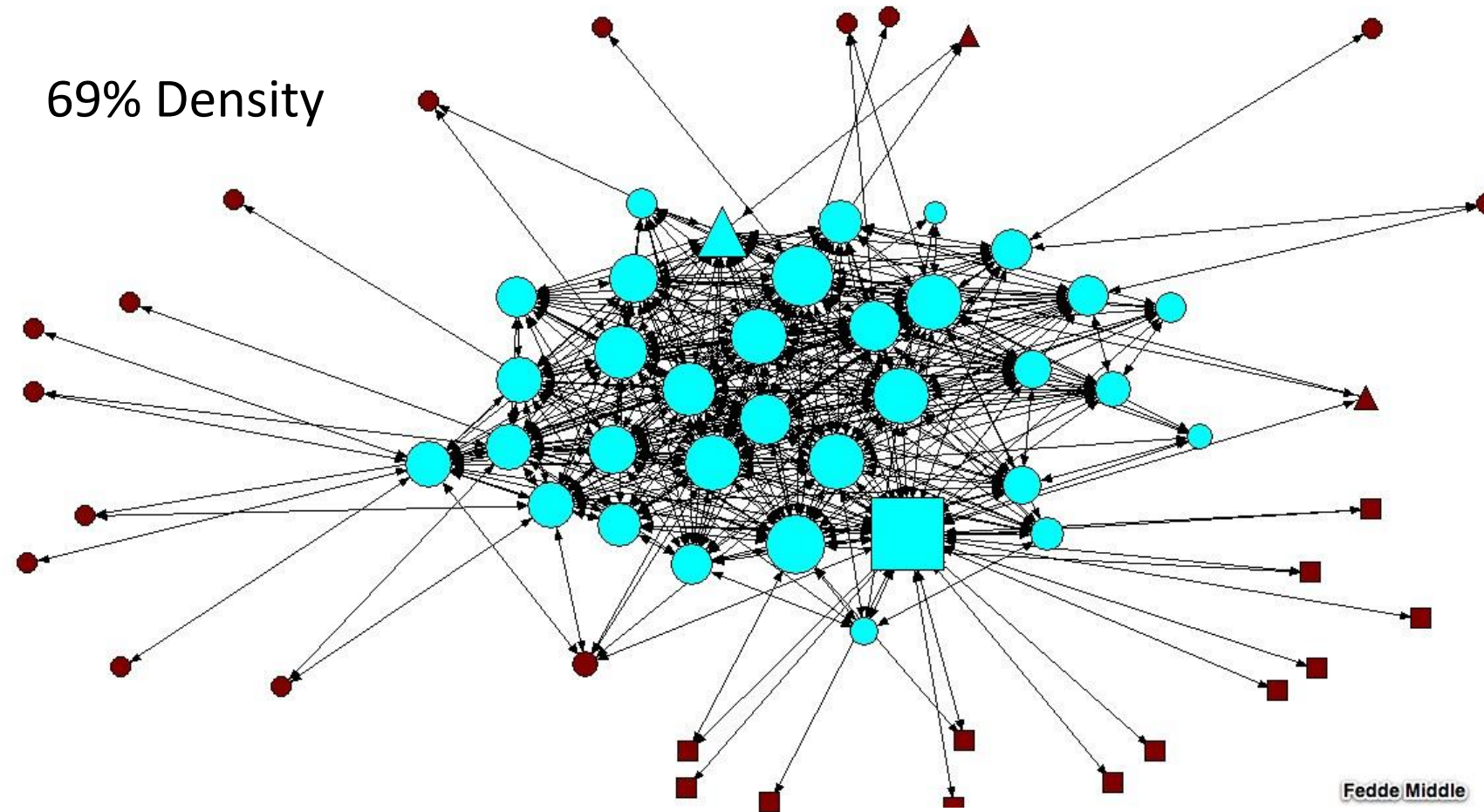
*Collaboration is a process through which stakeholders who see parts of the problem differently can explore these differences and construct solutions that are better than what they could achieve alone.*

# ABC Unified School District

- 30 schools
- 1,100 Educators
- 21,000 Students
- 46% Reduced/Free Lunch

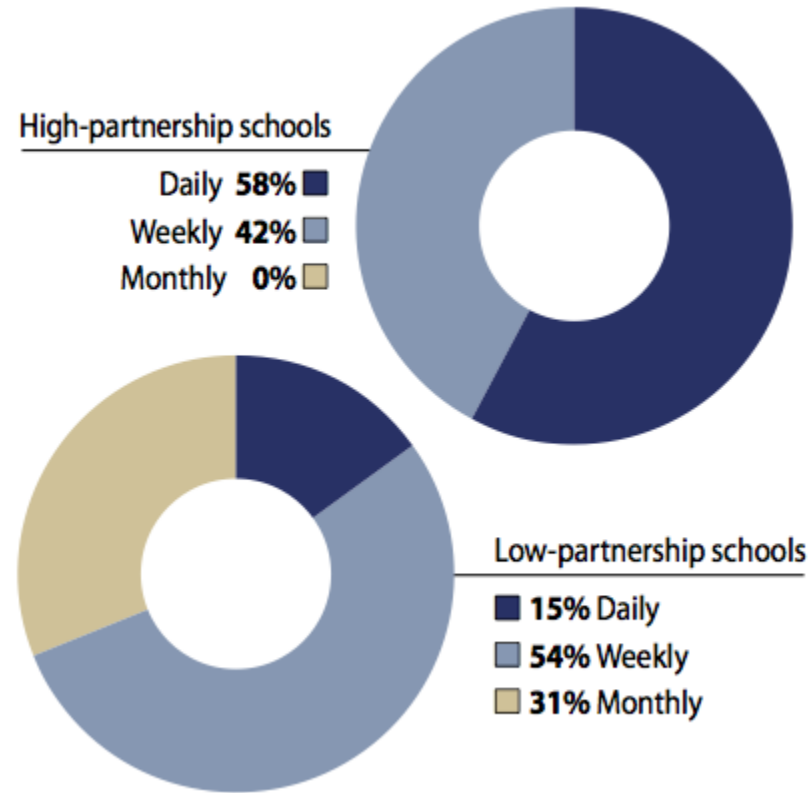
(Rubinstein & McCarthy, 2014)

# Level of Partnership Density



(Rubinstein & McCarthy, 2014)

# Level of Communication Frequency

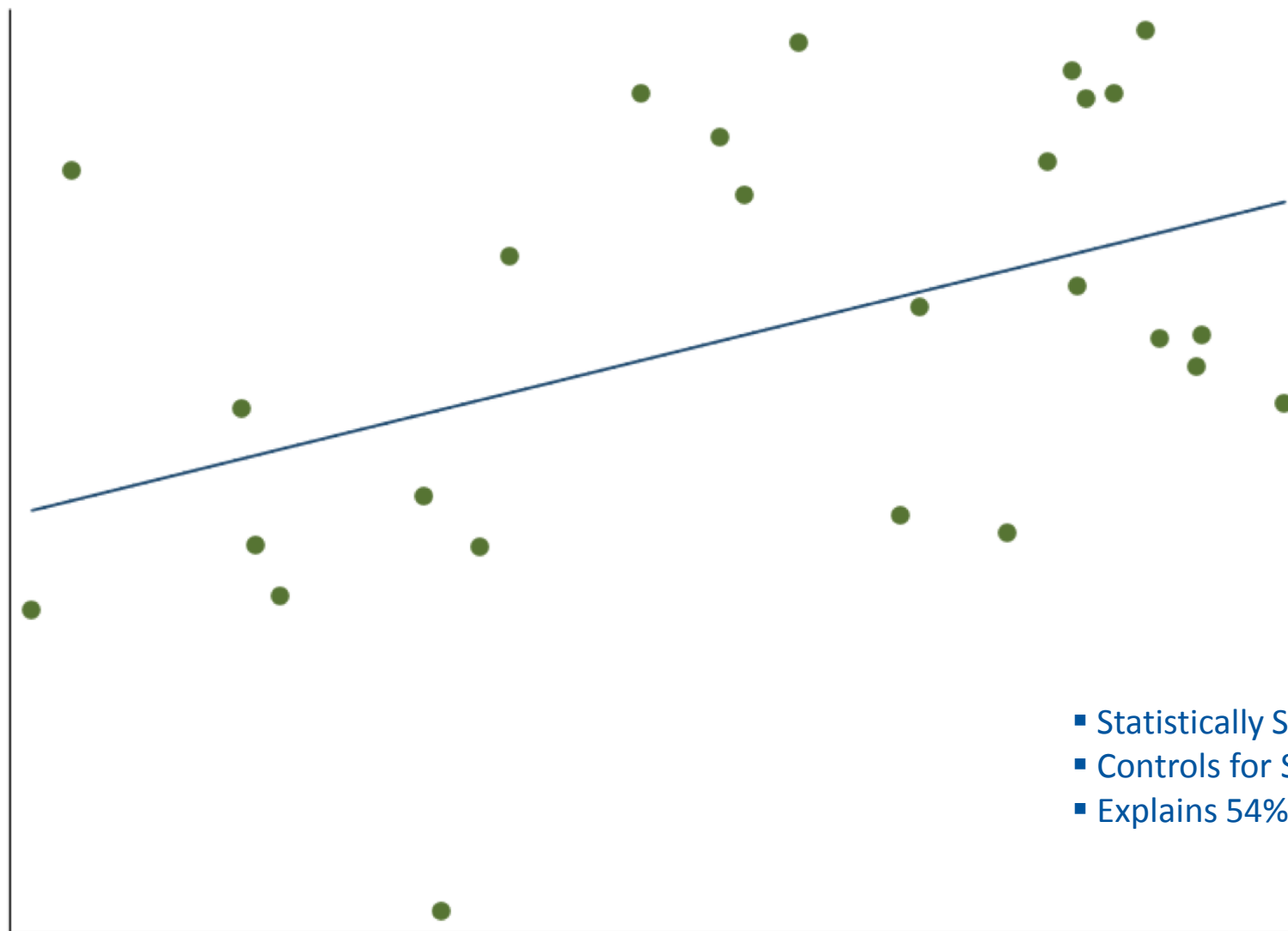


(Rubinstein & McCarthy, 2014)

**Performance Improvement (2011 -2012)**

More Improvement

Less Improvement



Low Partnership Quality

High Partnership Quality

**Partnership Quality**

- Statistically Significant:  $P < .01$
- Controls for SES
- Explains 54% of Variation in API Improvement

(Rubinstein & McCarthy, 2014)

# Benefits of strong partnerships

1. Quality of Decisions
2. Quantity of Solutions
3. Focus on Implementation
4. Greater Motivation through Voice

Listening simulation

	True	False	Need More Info
Three boys were jogging down a country road.			
They looked in a window and saw people arguing.			
A husband and wife were having an argument.			
Broken pieces of pottery were on the floor.			
The Telephone rang 3 times.			
A neighbor was on the phone.			

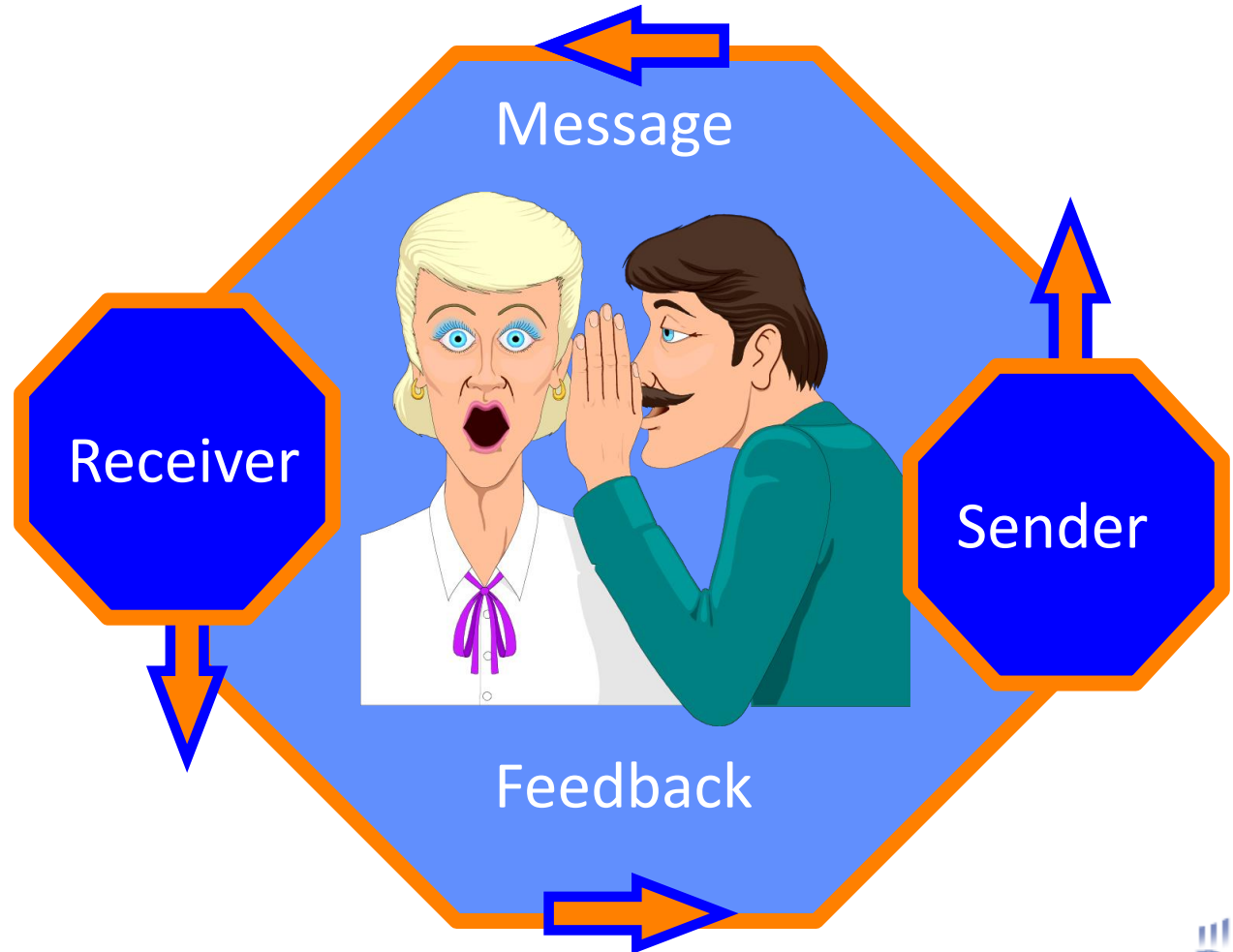
Seek First to Understand

Then to be Understood

# The Purpose of Communication is Understanding But Understanding is Blocked by Filters or Screens

## Filters or Screens

Bias	Perceptions
Prejudice	Culture
Values	Background
Needs	Education
Goals	Experience
Wants	Assumptions



# Effective Communication

- Can you tell me more?
- When did this happen?
- Let me see if I understand you.
- I see that you are frustrated.
- I want your advice about this.

Encouraging

Clarifying

Summarizing

Acknowledging

Soliciting

# Killer Phrases

- Been there, done that.
- Don't... Can't... Won't...
- It'll never work.

*“Plans are essential, but the PROCESS of planning,  
where ideas are hashed out, is critical.”*

(Participant statement from independent evaluation of the DCP)

# Peer-to-Peer

- What are you organization's strengths?
- Where might your organization struggle?

# Building a Team Structure

- Establish a compelling purpose (PoP)
- Clearly define roles and responsibilities
- Compose diverse team with intention
- Generate team norms
- Create space and time to meet and learn

# Activity: Teaming Rubric



## Change Management Framework

The Rennie Center's **Change Management Framework** (CMF) is a rigorous and structured approach to planning and implementing district and school improvement strategies.

The CMF highlights a number of specific areas of focus, including: identification of a clear and actionable problem of practice; investigation of the evidence base, including conducting original research to unearth and evaluate best practice; engaging education leaders and practitioners to understand local challenges and build on-the-ground support through committed and trusting teams; and pursuing continuous, result-oriented testing to assess progress over time and take corrective action as needed.

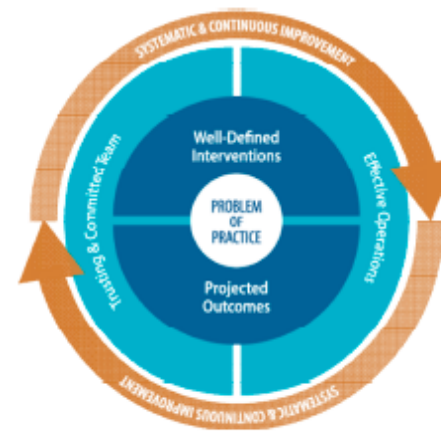
The Rennie Center's CMF is aligned with the principles of improvement science. It also includes a unique and critical aspect of Rennie's approach: an explicit emphasis on creating district-based cultures that embrace change to support structured planning processes and build local capacity to sustain work well beyond the duration of individual investments.

## Core Element Four (of Six): Build a Committed and Trusting Team

Research into effective implementation shows that the identification and definition of a Problem of Practice must be driven by practitioners. Thus, "creating a culture that prioritizes teaming, collaboration and teacher leadership is integral to initiating and sustaining improvement" in schools and districts.<sup>1</sup> Ensuring and sustaining a team's commitment and trust requires constant attention to norms of behavior, roles and responsibilities, member composition, buy-in and learning environment.

## Directions

This rubric is intended to be utilized as a project management tool to help networks assess and advance the health of their teams. It enumerates and describes 5 essential components of trusting and committed teams and provides guiding questions to help in the examination and analysis of their functioning. For each component described on the following pages, determine your team's confidence in answering "yes" to the prompting questions and indicate the degree of confidence using the 4-point scale. After completing the prompting questions, calculate where your team currently falls on the Emerging to Excelling continuum for the specific component using the number-based scale.



<sup>1</sup> Rennie Center for Education Research & Policy, "Staying the Course: Sustaining Improvement in Urban Schools", Rennie Center for Education Research & Policy and Edvestors, accessed September 16, 2016, <http://www.edvestors.org/wp-content/uploads/2016/05/Staying-the-Course-Full-Report-Web-Version.pdf>.

# Share Out

- Were there certain prompt questions that resonated strongly with you?
  - If yes, why?
- What factors did you take into account when deciding on a rating?
- What are some strategies you could use to build upon strengths and improve upon weaker areas?
- Was there anything from the day, so far, that will help your work on this topic?

# IMPROVING EDUCATION TOGETHER

A Guide to  
Labor  
Management  
Community  
Collaboration

GEOFF MARIETTA, CHAD D'ENTREMONT,  
AND EMILY MURPHY KAUR

*Improving Education Together offers a thoughtful and actionable road map for creating the schools our children deserve and our society needs.*

— **AMY C. EDMONDSON**, NOVARTIS PROFESSOR OF LEADERSHIP AND  
MANAGEMENT, HARVARD BUSINESS SCHOOL