

Welcome!



Presenter, Author: Elisa MacDonald
www.elisamacdonald.com
follow me @elisaBmacdonald

SKILLFUL INTENTIONAL TEAM LEADERSHIP

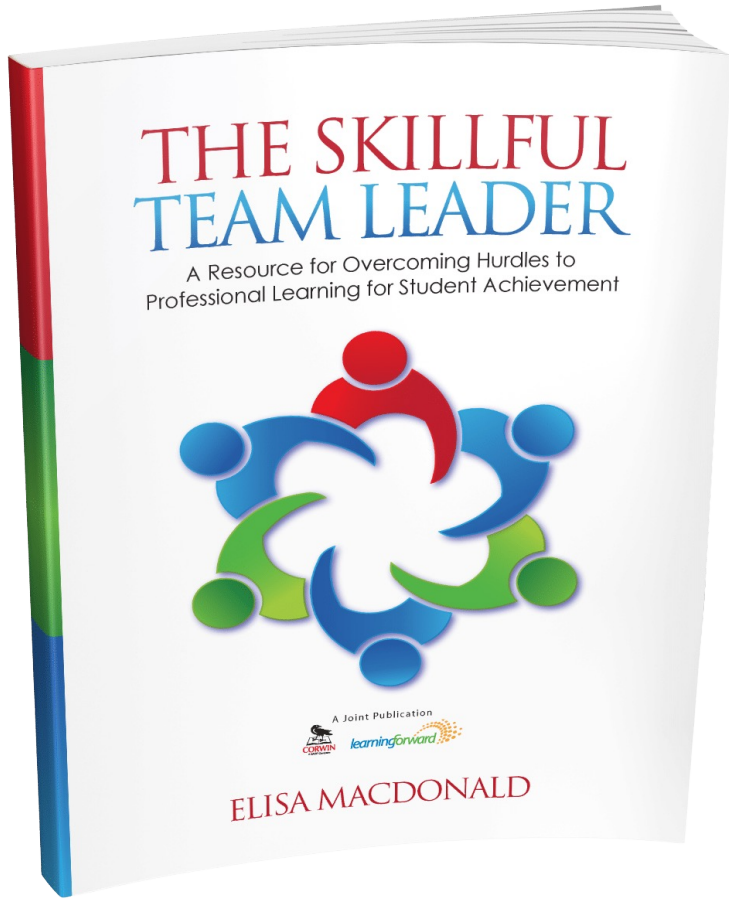
"Nurturing a Culture of
Trust on our Teams"

January 23, 2023

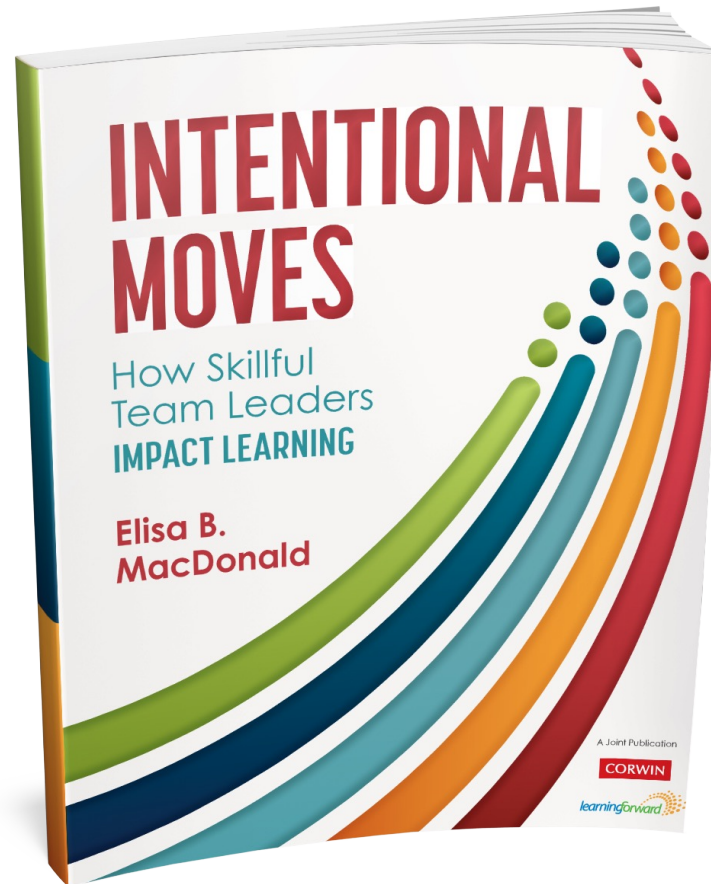
6:15 - 7:00pm ET

#SkillfulTeamLeader

Every team aiming to improve student learning encounters hurdles.
With a Skillful Intentional Approach, your teams can make the leap!



Bestseller!



Newly Released! Aug. 2022



The Skillful Team
Leader



Intentional Moves

CORWIN





Skillful Team Leaders (STLs) view teams through a dual lens:

High-Functioning

Get along and get things done.

“Engaged”

“Productive”

“Efficient”

“Collegial”

High-Impact

Positively influence student outcomes.

“Achieving”

“Effective”

“Better learning outcomes”

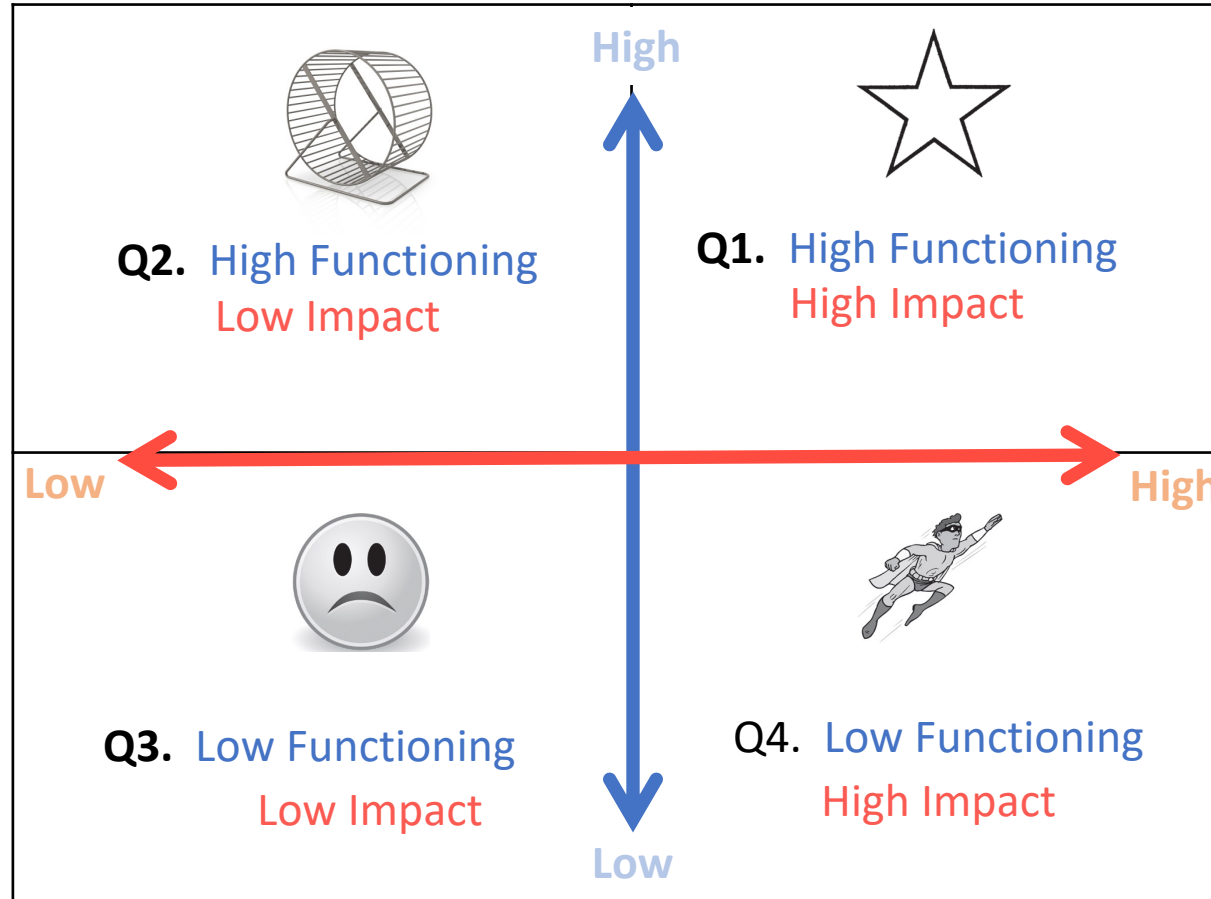
“A measurable difference”





MacDonald's Team Function, Impact Matrix

FUNCTION



IMPACT on desired outcomes

*Intentional Moves By Elisa MacDonald p. 18. (Corwin 2022,
Originally published in The Skillful Team Leader p. 31
By Elisa MacDonald (Corwin, 2013)*



How do you lead a team to be high functioning and high impact?

*With a
Skillful Intentional Approach*





Themes From Your Questions

How do leaders nurture a culture of trust...

- among diverse teams (e.g., roles, experience, age, culture, language...)?
- when teams are hindered by size, changing membership, leadership styles?
- when “naysayers” resist change?
- when there is a history of mistrust or trust has been broken?





Personal Reflection

Note all statements below that ring true for you about a specific team. (p.125)

1. I get along with all members of this team.
2. I don't fear judgment, gossip, or shame from any member of this team.
3. I never feel excluded and never exclude anyone on this team.
4. I share with this team my missteps, blunders, confusions and struggles.
5. I proactively invite others on this team to examine with me my assumptions, biases and fixed mindsets.
6. I can rely on members of this team.





What do we mean by a culture of trust?

Relational Trust

Reliable/Dependable

Predictable

Act with integrity

Benevolent

Know you personally

Vulnerability-based Trust

Humble (Know what I don't know)

Curious

Approachable

Compassionate

Willing to take interpersonal risk

Seek & offer feedback





Moves to...

- Strengthen vulnerability-based trust
- Strengthen relational trust
- Repair broken trust

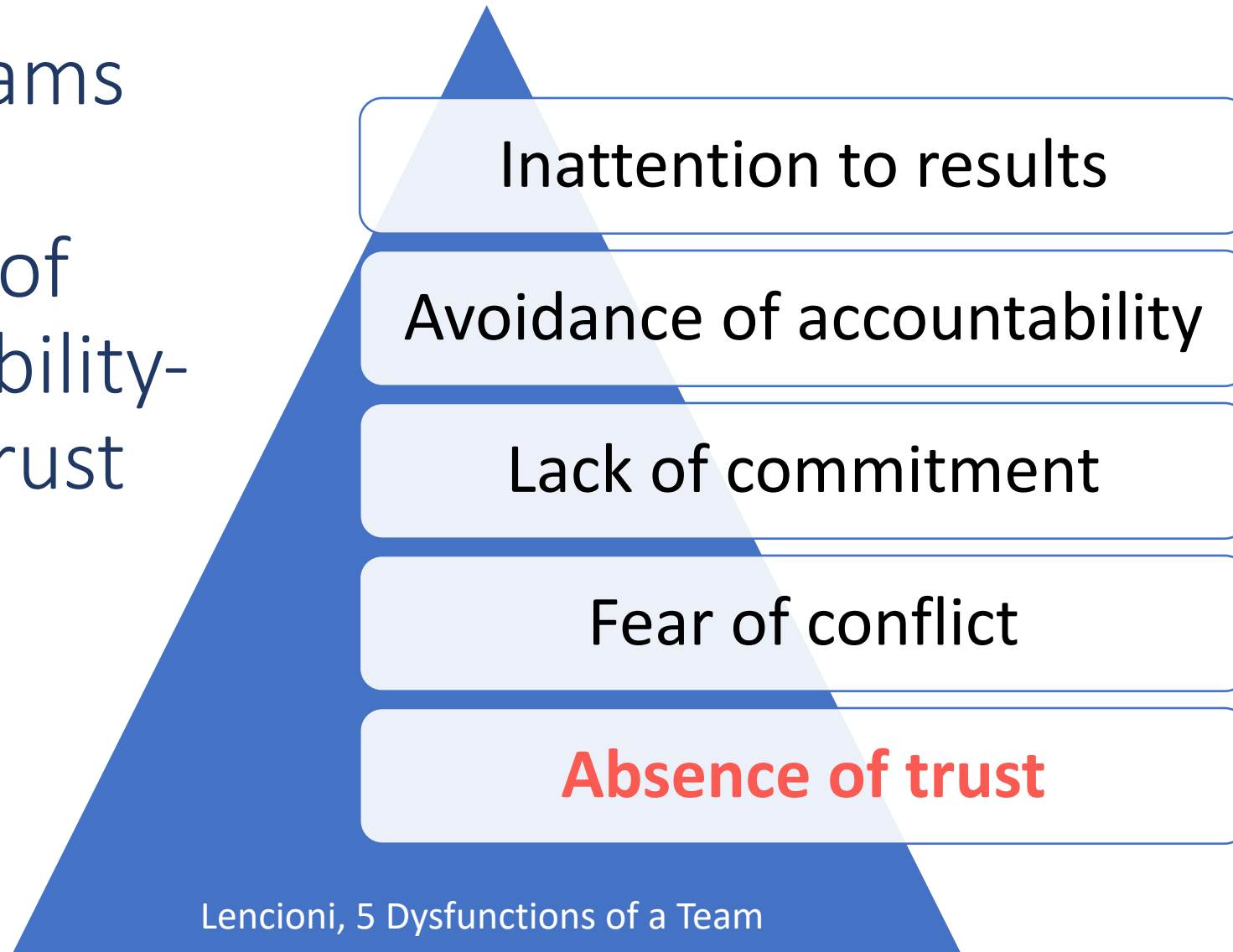


Vulnerability-based Trust



Skillful Intentional Leader
Osamagbe Osagie
DEI Director

Why teams
need a
culture of
vulnerability-
based trust





Why is it hard to be vulnerable with our colleagues/leaders?

“Self-preservation”

- Amy Edmondson





Foster a culture of... psychological safety.

“a shared belief held by members of a team that the team is safe for interpersonal risk taking” – Amy Edmondson





What psychological safety looks like on school teams p.33

- **Wrestle** with what you think you know
- Publicly **face difficult truths**
- Depend on each other to shape each other's thinking, **suspend assumptions, and challenge each other's practice**





Moves to Strengthen Vulnerability-based Trust

Move 2.6 Set ground rules for potentially difficult conversations

Move 3.2 Instill a sense of belonging

Move 3.9 Share a story moment

Move 3.10 Make struggle visible

Move 3.11 Practice compassion

Move 5.11 Frame conversation with clear parameters

Move 7.8 Plan teacher work to examine together

Move 7.9 Maintain a healthy data culture

Move 8.3 Inquire into an assumption

Move 8.13 Invite dissent

Move 8.15 Clarify the decision-making process

Move 8.18 Communicate a changed decision

Move 9.6 Strengthen vulnerability-based trust for peer observation (with these micro-moves)

Move 9.6 Reframe talk about resistance

Move 9.9 Address implementation questions

Move 9.15 Partner for accountability

Move 10.3 Make feedback public



Move 2.6 Set ground rules for potentially difficult conversations



Skillful Intentional Leader
Osamagbe Osagie
DEI Director

Move 3.11 Practice compassion

*“Passing judgment is a normal human response...
but no one on your team will be vulnerable in their
practice if they feel judged.”*

Intentional Moves p. 149



Move 3.11 Practice compassion p.149

IS NOT...

- A “pity party”
- Being an enabler
- Holding back from being a critical thought partner

IS...

Communicating that you care while simultaneously maintaining the high expectations you and your colleagues share.



Move 3.11 Practice compassion p.149

Adopt the “Beginner’s Mind”



Move 3.2 Instill a sense of belonging p.130



Skillful Intentional Leader
Karen Coyle Aylward
Instructional Coach



Moves to Strengthen Relational Trust

Move 1.6 Accommodate adults w/differences, disabilities, preferences

Move 3.8 Lead community and trust-building games

Move 5.11 Frame conversation with clear parameters

Move 5.17 Clarify understanding

Move 5.22 Adopt a learning stance

Move 5.23 Clear the air as a group

Move 5.24 Check in 1:1

Move 5.25 Provide a graceful exit

Move 6.1 Unpack priorities for understanding

Move 8.15 Clarify the decision-making process

Move 10.2 Hear what's hard

Move 10.6 Publicly celebrate impact

Move 8.18 Communicate a changed decision





Why teams need relational trust

“In a high-trust relationship, you can say the wrong thing, and people will still get your meaning. In a low-trust relationship, you can be very measured, even precise, and they’ll still misinterpret you.”

(S. Covey, 2006)



Chat: What behaviors erode relational trust?



“Squirrel syndrome” “Priority hopping”



Ambiguous decision-making



Move 3.8

Lead community & trust-building games p.138

“YOU MIGHT KNOW...”

1. You might know that (person’s name)...
2. You might *not* know that (person’s name)...
3. (Person’s name) might not know that someone said this about them...



Move 9.8 Reframe talk about resistance p.411

List A

Difficult
Obstinate
Stubborn
Inflexible
Headstrong
Resistant

List B

Thoughtful
Invested
Concerned
Contemplative
Devoted
Valuable



Move 9.8 Reframe talk about resistance p.411

“You are invested in the outcome of this decision and have reservations that I would like to better understand.”

“I appreciate your devotion to the way we used to do this. What is it that you don’t want to lose in the change ahead?”

“You hold a valuable perspective that we need to explore in order for this change to work.”



Move 6.1 Unpack priorities for understanding p.270

Name the school priority, initiative or change.

1. Why this?
2. Why now?
3. Why us?





Moves to Rebuild Broken Trust

Move 2.7 Restore
a norm after it
has been broken

Move 10.7
Self-assess

Move 10.9
Admit missteps

Move 10.11
Build capacity



Move 10.9 Admit missteps p.457

1. Acknowledge the violation of trust.
2. Apologize and ask forgiveness.*
3. Publicly change behavior that caused harm.
4. Seek to repair the relationship.



Move 10.9 Admit missteps p.457

“In hindsight, I should not have...”

“I recognize I could have...”

“I acknowledge my part...”

“Please accept my sincere apology.”





Nurture a Culture of Trust Begins With You

Relational Trust

Reliable/Dependable

Predictable

Act with integrity

Benevolent

Know you personally

Vulnerability-based Trust

Humble (Know what I don't know)

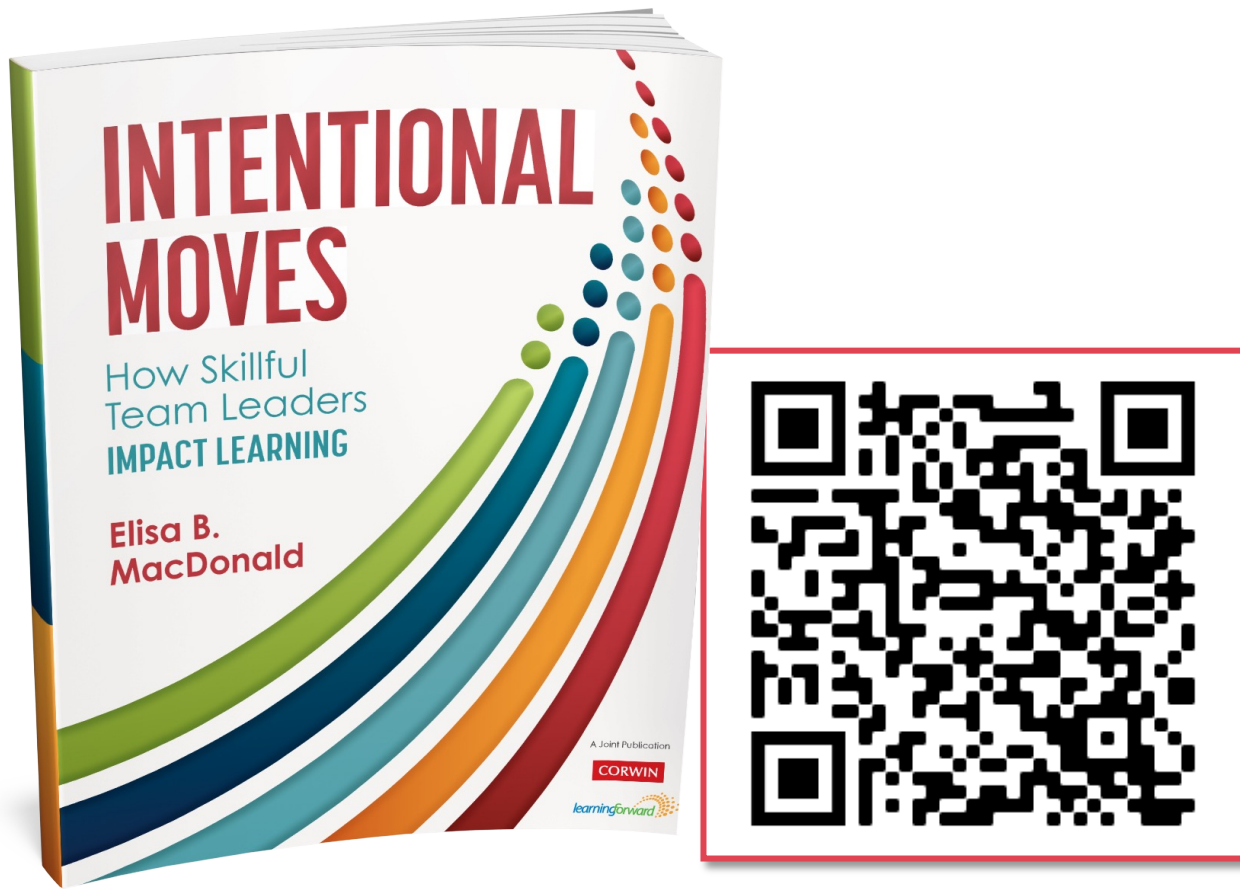
Curious

Approachable

Compassionate

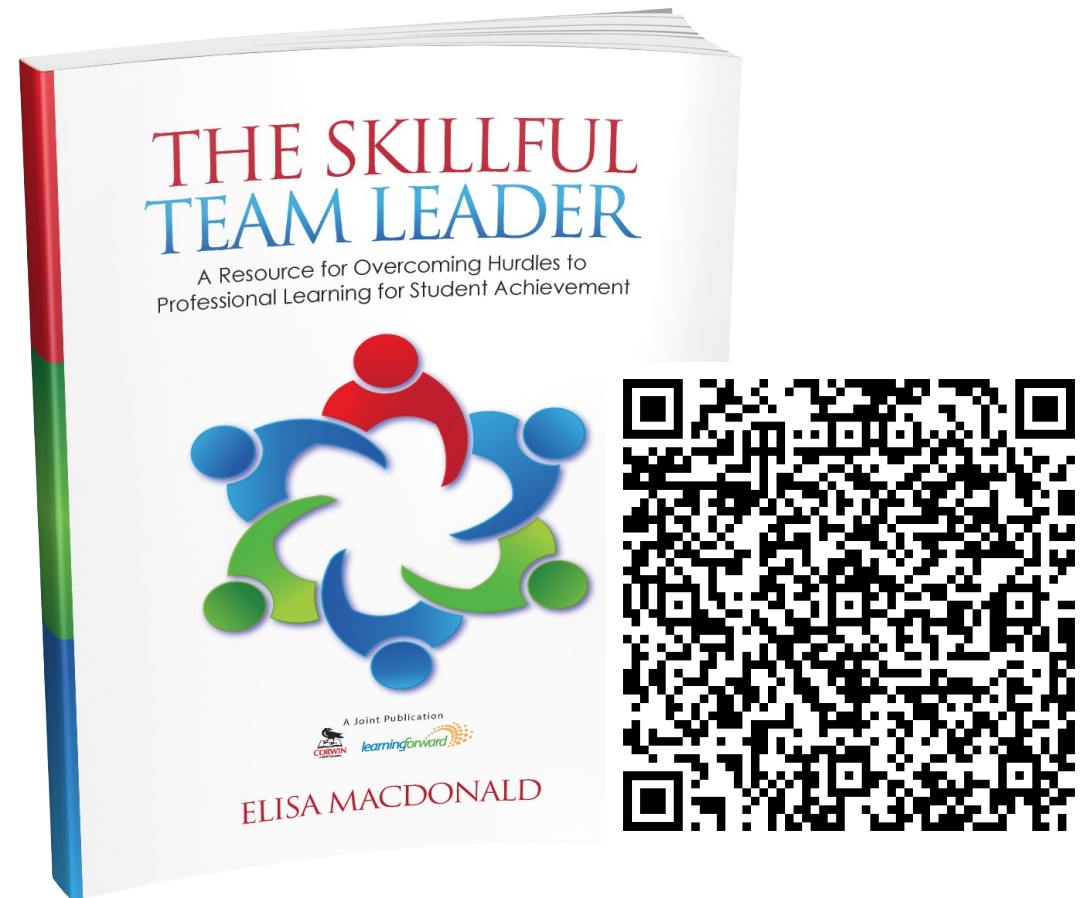
Willing to take interpersonal risk

Seek & offer feedback



"...excellent, practical book for anyone who is a team leader, facilitator, or someone who plans adult learning...I'll be keeping it on a **bookshelf near my desk for years to come.**"

-Amazon Review



"No matter what situation a leader or coach finds themselves in, the answer is going to be somewhere between the pages of this text."

- Roxie Ahlbrecht



Upcoming Opportunities...

Virtual Coaching



1:1 Coaching Cycle

- Session 1: Explore challenge and set a goal.
- Session 2: Observe and narrow scope of goal.
- Session 3: Study and learn together.
- Session 4: Model/Co-facilitate.
- Session 5: Implement and observe.
- Session 6: Reflect, celebrate and set next steps.

Single sessions also available. Email Elisa at SkillfulTeamLeader@gmail.com





Upcoming Opportunities...

Virtual workshops



“Navigate Resistance to Change”

- **Monday, February 13**
6:15 – 7:15pm (ET)
- **Or Thursday, February 16**
3:15 – 4:15pm (ET)

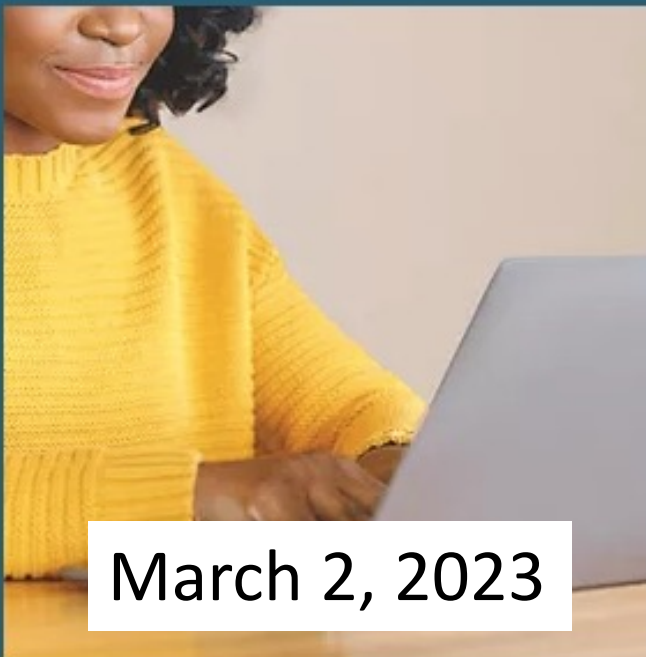
\$99 per person (Register online)
Limited capacity





Upcoming Opportunities...

Virtual courses



March 2, 2023

“Skillful Intentional Team Leadership”

*For any teacher, coach or administrator who leads a team.
All levels of experience welcome!*

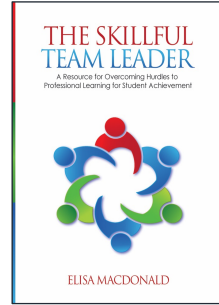
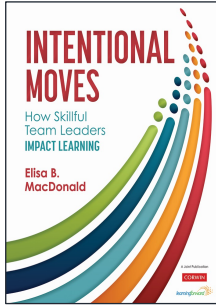
4 virtual sessions begin March 2

6:00 – 7:30pm (ET)

\$595 per person (Register online)



Let's Stay Connected



For book orders:

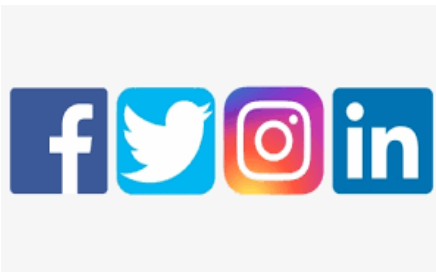
SkillfulTeamLeader@gmail.com or
Amazon, Corwin, Learning Forward...



www.elisamacdonald.com



SkillfulTeamLeader@gmail.com



[@elisaBmacdonald](https://www.instagram.com/elisaBmacdonald) 

