How To Build A Strong Adult Professional Culture (APC)

Jon Saphier
Research is clear and consistent that when Adult Professional Culture is strong, students do better.

Why do you think that is true?
Why Study Adult Professional Culture?

Strong adult professional culture

Increased teaching expertise (rapid & continuous)

Increased student achievement
Why Study Adult Professional Culture?

- Increasing teaching expertise is the surest way to increase student achievement.
- Strengthening adult professional culture is the surest way to increase teaching expertise.
- A strong adult professional culture* is what makes a school powerful at growing teaching expertise

* called Human Capital and Social Capital in the current educational literature
If we want to:

... make our new reading program work
... make our PD sessions on anti-racism and cultural proficiency impact people’s practice
... make our PLCs thrive
... make our data teams target instruction
... make our core values actually start to collapse the achievement gap

........or whatever we want to accomplish.....
…we need to be deliberate and effective at building strong Adult Professional Culture (APC).
Objectives

Be able to...

- Be motivated to assess and improve the culture of the unit you lead and the bigger units you are part of

- Have the resources to do so.
Itinerary

- Why Study Adult Professional Culture?
- Characteristics of a Healthy APC
  - Tapping your experience: Think of a Time...
  - 12 Norms of a Strong APC
- How It Works: What Leaders Do to Build a Strong APC
- Vulnerable and Strong at the Same Time
- Gruenert’s School Culture Typology
  - Consensogram & Data Driven Dialogue
- Trust: The Foundation of APC (Lencioni, Green, Brown)
  - Trust that What?.....Relational Trust: 10 Arenas where it is built
  - Create Vignettes
Think of a time when you were energized and learning a lot about teaching and learning…when your practice improved a great deal.

What were the qualities of the human environment, you relationships where you worked? What were the surrounding conditions that enabled that?
Visible Practices of Strong Adult Professional Culture

LEARNING ORGANIZATION

1. Frequent teaching in the presence of other adults (Public Teaching)
2. Safety to take risks, be vulnerable in front of colleagues
3. Constant learning about High-Expertise Teaching…and access…
4. Environment of Reflection with Habits of Mindful Inquiry
12 Elements

Visible Practices of Strong Adult Professional Culture

TEAMS & DATA

5. Deep collaboration and deliberate design for interdependent work and joint responsibility for student results
6. Non-defensive self-examination of teaching practice in relation to student results
7. Constant use of data to re-focus teaching
Visible Practices of Strong Adult Professional Culture

PASSION AND PRESS

8. Urgency and press to reach all students and do better for our disadvantaged students
9. Commitment to implement “Smart is something you can get” in classroom practice, class structures, and school policies and procedures
Visible Practices of Strong Adult Professional Culture

HUMANE CARING ENVIRONMENT

10. Human environment of caring, appreciation and recognition, getting to know one another, traditions we look forward to
Visible Practices of Strong Adult Professional Culture

CRITICAL FEEDBACK

11. Demanding and high standards for development towards high expertise teaching for all teachers

12. Honest, open communication and ability to have difficult conversations
The Leader Manifests Vulnerability & Strength

ESSENTIAL BELIEFS:
- The knowledge & skill for high-expertise teaching is huge, wide-ranging, & complex
- Everyone of us can get better
- “Smart is something you can get”

RELATIONAL TRUST built through The 10 Types

With the foundations above getting stronger, then leaders can go to work on

5 Point Advocacy

1. Say it
2. Model it
3. Organize for it
4. Protect it
5. Reward it

The Means →
Which sets the stage for building
And, thus develop these beliefs

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12 NORMS OF ADULT PROFESSIONAL CULTURE Observable in Everyday Behavior
The Leader Manifests Vulnerability & Strength

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- The knowledge & skill for high-expertise teaching is huge, wide-ranging, & complex
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It’s not linear!

1. Say it
2. Model it
3. Organize it
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5. Reward it

12 NORMS OF ADULT PROFESSIONAL CULTURE
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Building strong APC is not a new item to put on your long list of tasks or to-do’s. Strong APC is built through everyday life in schools and how you and I handle the events in the flow of daily life.
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WHAT LEADERS DO TO BUILD STRONG ADULT PROFESSIONAL CULTURE

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Trust: Patrick Lencioni

https://www.bing.com/videos/search?q=lencioni+defining+trust&pc=cosp&ptag=G6C999N1234D010118A316A5D3C6E&conlogo=CT3210127&ru=%2fsearch%3fq%3dlencioni%2520defining%2520trust%26pc%3dcosp%26ptag%3dg6c999n1234d010118a316a5d3c6e%26form%3dCONBDF%26conlogo%3dCT3210127&view=detail&mmscn=vwrc&mid=E7508ACAAE3651182926E7508ACAAE3651182926&FORM=WRVORC
Vulnerability & Strength

Vulnerability and Inspired Leadership

Brene Brown

Tim Piowar
Superintendent
Billerica, MA

Vulnerability is the birthplace of innovation, creativity and change.

Fearless Soul | iTunes, Spotify, Google Play
Strength

What are the things you want for this school, for our children. People would conclude you: “feel very strongly that this is something we should do/accomplish/ care about”? 
....e.g,.....
For example…Every child has an adult who knows them, values them, and cares about them.

All our students can explain why the math algorithms they use work.
All our classes have established **community** among the students that has been deliberately built.

We design **rigorous work** for all our students to raise the bar for their achievement, and we give them the tools and scaffolding to do this work.
How would people know you stand for these things?

What would you do so they do?
The Leader Manifests Vulnerability & Strength

ESSENTIAL BELIEFS:
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RELATIONAL TRUST built through The 10 Types

WITH THE FOUNDATIONS ABOVE GETTING STRONGER, THEN LEADERS CAN GO TO WORK ON:

1. Say it
2. Model it
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5 Point Advocacy

12 NORMS OF ADULT PROFESSIONAL CULTURE
Observable in Everyday Behavior

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I trust that...

1. You are **competent**
2. You think I am a **worthwhile person**
3. You will make it **safe** for us
4. You will be **honest**
5. Your **integrity**
6. You will act **courageously**
7. You will make **legitimate decisions**
8. You will deliver **results**
9. You will show me **respect**
10. You will act in a **caring and compassionate** way

What other bullets would you add to these lists?
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Choose one of the bulleted items from the list and tell a story.....
Gruenert & Whittaker’s School Culture Typology

To determine the type of culture you have and how far is it from the one you want…
School Culture Survey

Please respond on a scale from 1 strongly disagree to 5 strongly agree.

1. Leaders in the school trust the professional judgment of teachers. (BLUE)
   
2. Teachers are involved in the decision making process. (GREEN)
   
3. Teachers are rewarded for experimenting with new ideas and techniques. (PINK)
   
4. Disagreements over instructional practice are voiced openly and discussed. (ORANGE)
Chapter 7
“How Leaders Strengthen Adult Culture”
WHAT LEADERS DO TO BUILD STRONG ADULT PROFESSIONAL CULTURE

RELATIONAL TRUST
built through
The 12 Types

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  skill for high-
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