

Lisa Klein

MTEI Cohort 7

- yes - you may share on the website w/ my name -

Assignments for Seminar 2 – November 15-18, 2015

Assignment 2: Text Study

The text study was facilitated during a congregational school principals' network meeting. The task was to share with a partner about trust in their school and how that impacts the culture of the school. The text we studied was from a webinar that I had participated in which featured 5 types of trust that are present in an organization; organizational trust, leadership trust, managerial trust, team trust and self-trust. Each chavruta was given a narrative to read together about one of the 5 types of trust and then took turns telling their partner about how that type of trust is evident in their school, issues or concerns, and positive examples of the trust. Each partner was able to share their stories, then the partner repeated back the main ideas, and then the person sharing clarified any information and added final comments.

I chose this text study topic after searching for something to use and speaking to Gayle about possible sources. I like to use examples and topics from the secular education world to help professionalize the world of congregational schools and bring common issues to the table so we all can learn from the proven methods and initiatives that are successful in non-Jewish settings. The timing of the webinar was perfect and gave me a rich set of ideas to process with the principals. I thought the idea of trust would produce a rich conversation and get people thinking about their school culture and the importance of that culture for successful learning experiences for both students and staff.

Although I was leading the text study, I also participated as a partner with one of the principals. Even though this made the text study a little more challenging to lead, I found this exercise mostly successful. My partner shared first and seemed to appreciate the opportunity to talk about this topic. She said this was the first time she had done anything like this and she liked the method. It was helpful to her to process the information and share concerns and successes, and she also envisioned using this method with her own teachers during future professional development sessions. Some challenges did surface during this session – I think practice makes perfect and even though the sharing was successful, the time allotted for each person to share was too long and there were definite lulls in the discussion, even though it was just for a few minutes. I felt my experience doing this at the MTEI seminar gave me a better understanding of the tool. The principal did not have that experience and practice and came to the tool as a novice and I think that may have impacted the session.

For the group as a whole, I felt the session went well. I encouraged some sharing with the whole group to help bring closure to the text study. A few people shared some comments and seemed to validate many common ideas. I would like to revisit this topic in the future - our time for this session was only 15 minutes because we had so many other things to discuss during the meeting so it was very challenging to allot time for this exercise. I felt that having more time to devote to the sharing and discussions would have made the experience more impactful for the principals and would have allowed them to really delve into the idea of building a culture of trust at their schools.

Text Study:

We will do doing a text study as part of our professional development at each meeting.

The focus of the text study will be *Creating a Culture of Trust* – this is material from a webinar presented by My Jewish Coach.

5 KINDS OF TRUST – review – Organizational; Leadership; Managerial; Team; Self

Pair share and active listening

We are going to get into partners of 2 – just with a person sitting next to you – decide who will be A and who will be B.

Each group will get one card that is about one of the 5 types of trust.

Read the card description and questions together

Person A will have 1 minute to share a comment about your type of trust – positive or negative

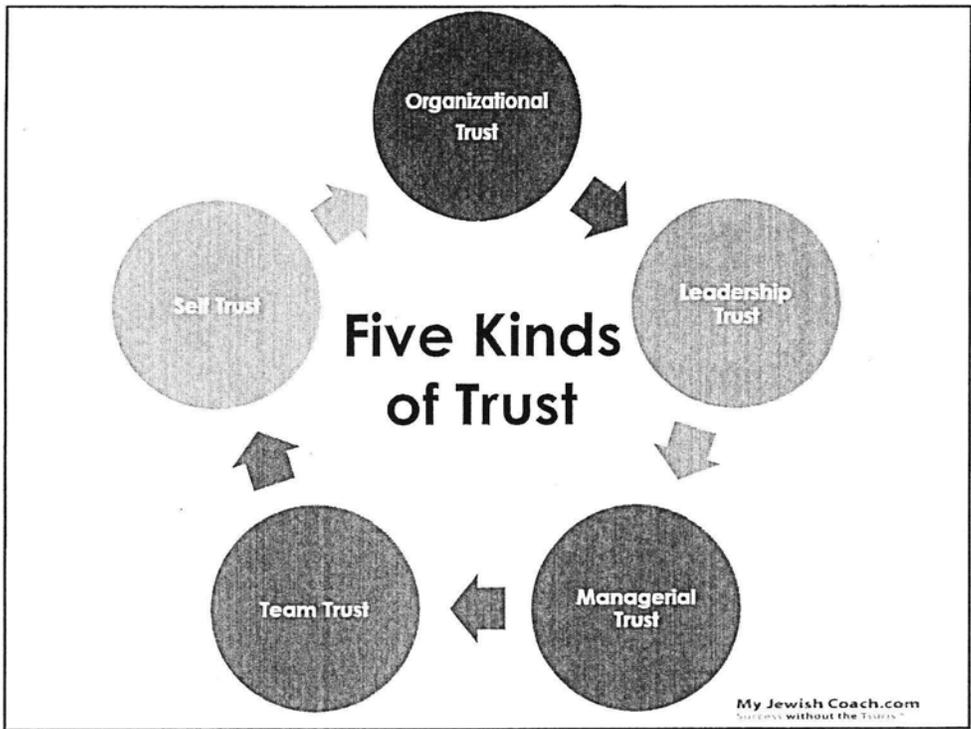
Then, Person B will have 1 minute to repeat back to person A all that they just said, so you need to be listening very carefully to be able to share everything back.

Then, person A will have 30 seconds to comment, correct anything or add to their comments.

Now, person B will have 1 minute to share, then person A will have 1 minute to repeat back and then Person B will have 30 seconds to comment.

Would anyone like to share with the whole group any comment or observation that you learned about trust?

I hope this has given you the opportunity to think about your culture of trust, at least through the card that your group had. We have just scratched the surface of this text study and we will revisit this again at future meetings.

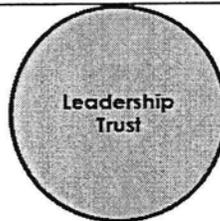




The trust people have not in any individual but in the organization itself.

Questions to Ask :

- *Are processes well designed?*
- *Are processes consistent and fair?*
- *Does the organization make good on its promises?*
- *How transparent is the organization?*



The trust employees have in the people running the show to make the right strategic decisions.

Questions to Ask :

How much do I believe that our top professional and lay leaders:

- *Have the vision to set the right course?*
- *Have the competence to set the right course?*
- *Will allocate resources intelligently?*
- *Can fulfill the mission and help the organization succeed?*



The trust employees have in their own managers.

Questions to Ask :

How much do I believe that managers (or that I as a manager):

- *Treat employees fairly?*
- *Consider employees' needs when making decisions about the organization?*
- *Put the organization's needs ahead of their/my own desires?*

The Trusted Leader (2003)

My Jewish Coach.com
Success without the Tears™



The trust employees have in the people they work with on their team, day to day.

Questions to Ask :

How much do I believe that our team and team members:

- *Have sufficient information to do their job well?*
- *Say what they think?*
- *Are valued for their individual contributions?*
- *Feel a sense of loyalty to the team and to one another?*

My Jewish Coach.com
Success without the Tears™



The trust employees have in themselves.

Questions to Ask :

How much do I believe that I:

- *Am good at my job and committed to continuous improvement and growth?*
- *Have good intentions when I make decisions or take actions?*
- *Am truthful with myself about what I need from work and relationships?*
- *Will ask for help?*

How Trustworthy Does Your Culture Feel to You?

- ① Our organization rewards...
- ② Problems are generally solved by...
- ③ Results are obtained by...
- ④ Staff are developed when...
- ⑤ Decisions are made by...
- ⑥ Rules are...
- ⑦ Promotion is...
- ⑧ Management is seen as...
- ⑨ Communication is...
- ⑩ The climate can be summed up as...

Adapted from Organizational Culture Diagnosis, Sarah Cook, HRD Press

My Jewish Coach.com
Success without the Tears™

Ten Enemies of Trust: Which Ones Do You See (or Do)?

- ① Speaking negatively about others (individuals or the team itself) behind their backs.
- ② Having an excessive need to be right.
- ③ Withholding information to gain an advantage.
- ④ Asking people to think creatively and innovatively, and then being intolerant of risks, mistakes and setbacks.
- ⑤ Unwillingness to acknowledge mistakes and apologize for them.
- ⑥ Insensitivity to how decisions will affect other team members, other teams or departments.
- ⑦ Asking leading or "gotcha!" questions.
- ⑧ Demonstrating inconsistent policies, procedures and standards.
- ⑨ Offering false feedback and misplacing your benevolence.
- ⑩ Ignoring the elephant in the room – even if you can't fix it or don't have a good explanation for why it's there.

The Enemies of Trust, HBR

My Jewish Coach.com
Success without the Tears™

Which of these are within your control? Which can you contribute to?

How Can I Contribute to Trust?

1. Be clear, explicit and consistent about how decisions are made.
2. Ensure the team leader has a strong view of what is expected of everyone on the team.
3. Clarify individual roles and responsibilities, and use RACI.
4. Make sure that team members have sufficient info to do their jobs well.
5. If one team member is under pressure, ask for others to help out more.
6. Value individual contributions to the team.
7. Offer feedback to team members on their performance as a team.
8. Ask about commitment to team decisions.
9. Suggest time and space to discuss team taboos.
10. Don't ignore conflict, and speak up when you disagree.
11. Set an example for the behavior you want to see in others.
12. Assess how well the output of the team is constantly improving, and if it isn't, address it.
13. Replace the words "blame" and "fault" with "contribution".
14. Encourage people to learn from their mistakes – and offer "m&m" time at meetings.
15. Let others know what's in your RBA.
16. Avoid "Confirmation Expeditions" among team members.
17. Have the team meeting in the room, not the parking lot.
18. Celebrate team successes, privately and publically.

My Jewish Coach.com
Success without the Tears™

What can you do with your team? What do you need to ask for as a team member?