



Huntingdon Academy

A L.E.A.D. Academy

Culture and Climate at Huntingdon

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Reflection

People will forget
what you said, people
will forget what
you did, but people
will NEVER forget
how you made
them feel.

MAYA ANGELOU

So what is Culture and Climate?

Culture: The way we do things around here.

Climate: The way we feel around here.

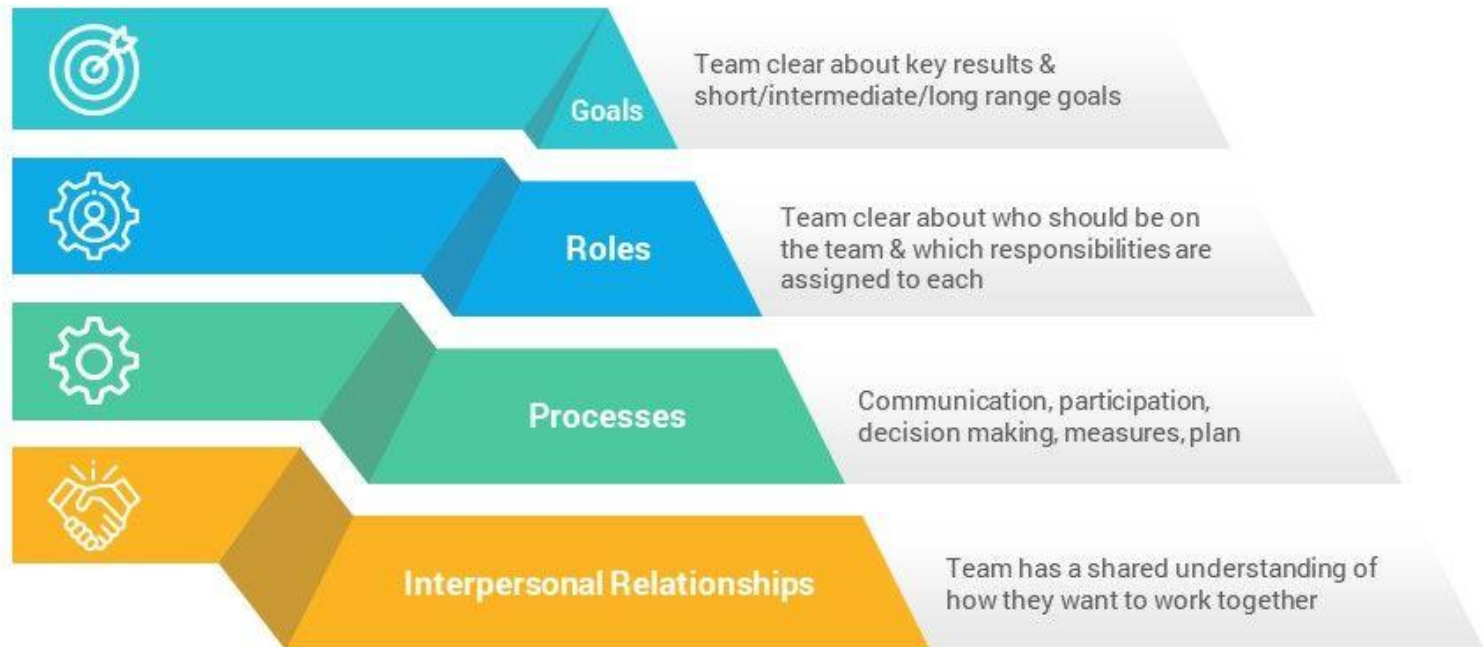
Dysfunctions of a Team



Model for Successful Teams

GRPI Pyramid

GRPI Model of Team Development - GRPI Pyramid



Pause for Thought

- Can you think of a time that a team has felt dysfunctional?
- Can you unpick why?
- Reflect back on a situation, what could be learnt?
- Can you think of a time when a team was successful? Can you unpick why it was?
- How is your team currently? What's going well? What areas for improvement are there? How can you contribute to an effective team?

THE HUMAN MIND SEEMS TO WORK BEST IN THE PRESENCE OF REALITY. THE BRAIN THAT CONTAINS THE PROBLEM PROBABLY ALSO CONTAINS THE SOLUTION. IF THE CONDITIONS ARE RIGHT, THE HUGE INTELLIGENCE OF THE HUMAN BEING SURFACES. IDEAS SEEM TO COME FROM NOWHERE & SOMETIMES STUN US.

- NANCY KLINE -

So what is a coaching culture in an organisation?

Collective responsibility for developing ourselves and others – asking for feedback.
Peer to peer coaching ‘corridor conversations’

Decision making devolved as far as possible to those who are closest to having to implement decisions – distributed leadership/ working groups/ general way of being ‘done with not done to’

Predominantly coaching style in reviews and performance management, lesson observations – managers as listeners. Coaching Leadership style applied

Coaching to support projects – subject leadership/ leadership development

Mentor and coaching for new starters – instructional coaching

Having a coach is seen as something positive

“ Less denial, richer communication, conscious development of talent, and disciplined leaders that show compassion for people’ Shermon and Freas 2004

Example of a coaching model

Models of Coaching- TGROW Model

(Hawkins and Smith)



T- Topic

G- Look at the future goal, how you make it time bound realistic- what's important to you? What do you want to achieve? What does success look like? When will your goal be met?

R – What's happening now? What support do you need from whom? What difficulties might you encounter? How might you deal with them?

O-What can you bring from past successes? What are the benefits? Downsides of each option?

W- What commitment do you have in taking these agreed actions scale from 1-10 where would you be? What would help you to next point?

Stuff Happens Barry Oshry 1999 , 2007

Every minute we encounter stuff- phone call, email, conversation, a none response

Our common human response to stuff is to make up story. For example the reason that person hasn't responded back to me is because they are upset with me' Often the instant stories are bad.

Door A – reactive- make up a story easy to get through.

Door B – may feel like a wall – have to work hard to find a door.

Corridor Coaching

What do you need from these 3 minutes?

Who do you need to relate to?

What are you feeling right now?

What do you think the other person or people are feeling needing?

How can you connect with what they need?

What are you going to do?

Conversations

Type 1 – you end up with a job

Type 2 -you offer advice (this may not long term help the person)

Type 3 -you ask questions to help a person think through

Corridor Coaching- another coaching model

Models of Coaching- CLEAR Model (Whitmore)



Contract- - contract to outline boundaries, establish objectives and make clear what to expect and what not to expect from the sessions. Helps to keep coaching on track and ensure they are achieving what they set out to achieve.

Listen- awareness of three levels of listening

Explore – active listening and skilful questioning

Review – reflection on outcome and impact.

Pause for Reflection

- Do your conversations enable your colleagues to think through their problem and find their own solution?
- Do you take time to really listen?
- Do you try to fix peoples problems too quickly? Do you end up with lots of jobs from others?
- Has anyone ever helped you think clearer and find your own solution?

Pause for Reflection

**THINKING FOR YOURSELF IS THE THING ON
WHICH EVERYTHING ELSE DEPENDS.**

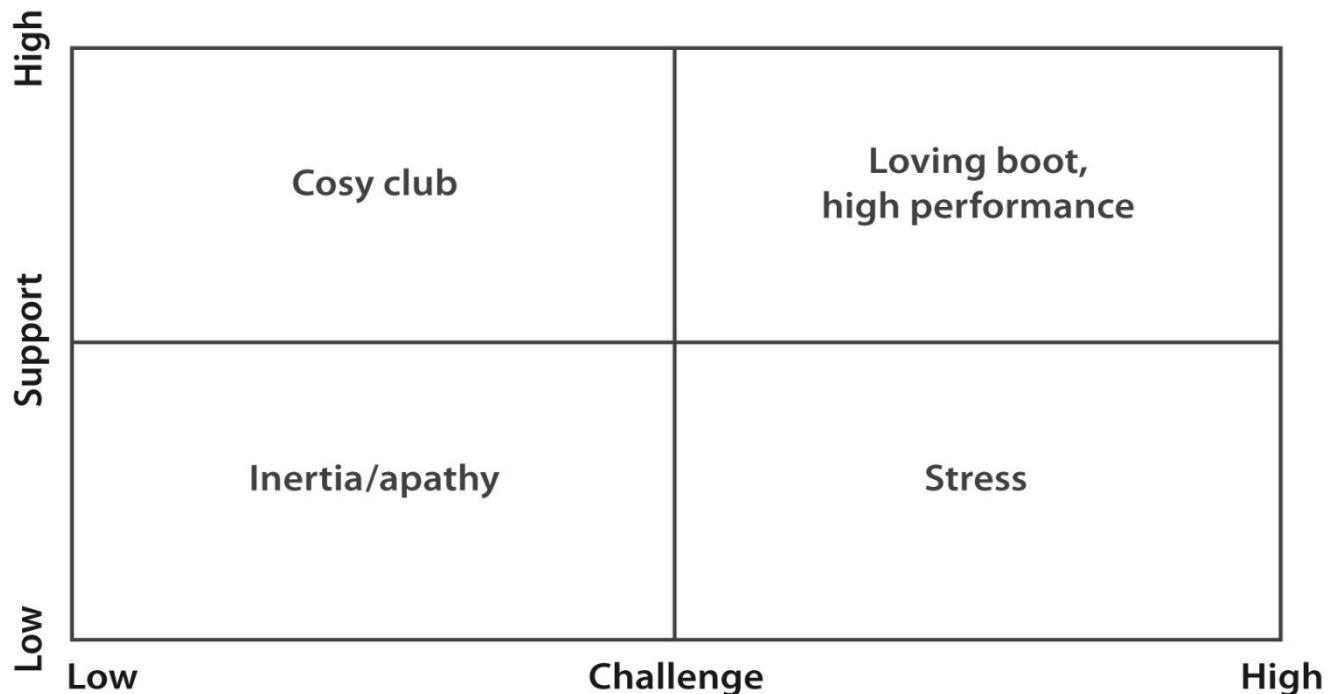
- NANCY KLINE -

How do we all support each other to perform highly?

Where do you think you are positioned currently? What means you're there?

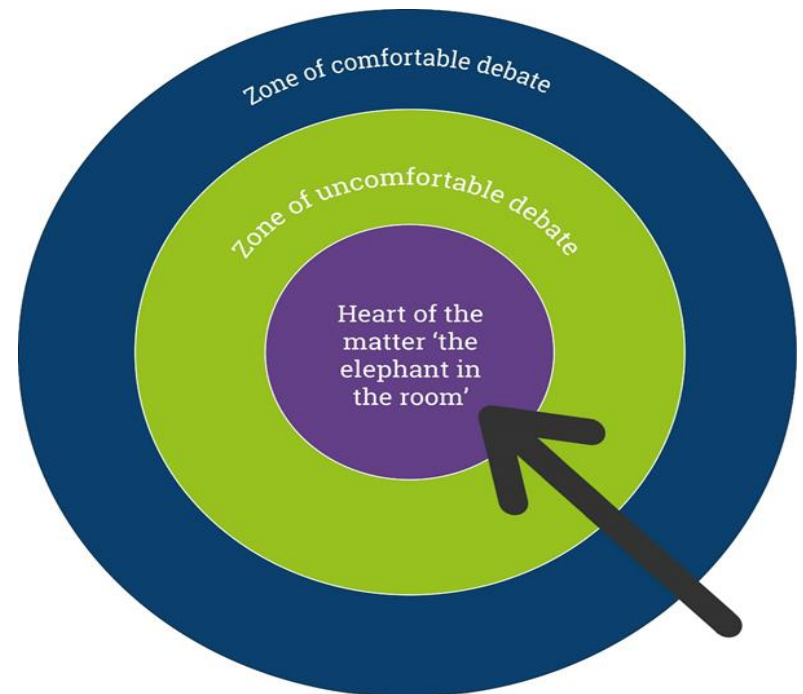
What would you like more of/less of? What would that look like?

How can you get it? Who do you need involved? When will you get it?



Developmental Conversations

If a workplace has a culture which enables adult to adult conversations that enter 'the heart of the matter' development will thrive.



Developmental Conversations

	Known to Self	Not known to Self
Known to Others	Open	Blind Spot
Not known to Others	Hidden	Unknown

Why take time to give people feedback

- People appreciate that you're committed to supporting their development and also the school.
- People usually enjoy talking about themselves.
- We relish learning and we want to feel as though we are making progress especially if we feel it is worthwhile.

How to have positive conversations?

- Focus on what you want and the positive outcome.
- Do you want to use 'feedback' is there preferred terminology.
- Prepare for the discussion – consider the person's and the situation and the best way to approach it
- Consider the time and the place (watch out for your own agenda)
- 5- 1 positivity
- Play to people's strength
- Check in on your own emotional state- are you above 0 (calm, relaxed, confident)
- Consider what will happen if you don't give the feedback.
- Own your own message (Feedback is best owned by the person with the issue)
- Give with positive intention.
- Don't assume you're right- seek to understand

Comment on behaviour not on the person

Comments on a Person	Comments on Behaviour
You're rubbish at keeping commitments	Sometimes you don't keep your commitments
find you controlling.	I'd like you to listen to my ideas more often
You're stubborn.	I'd encourage you to respond more flexibly sometimes.

- More helpful to tell someone what you'd prefer, than what you don't like.
- Enables people to focus on the solution rather than get stuck in the problem.
- Create dialogue- rather than a lecture.
- Apply your listening skills.
- Maintain an adult to adult conversation- it's best if actions and next steps are in collaboration.

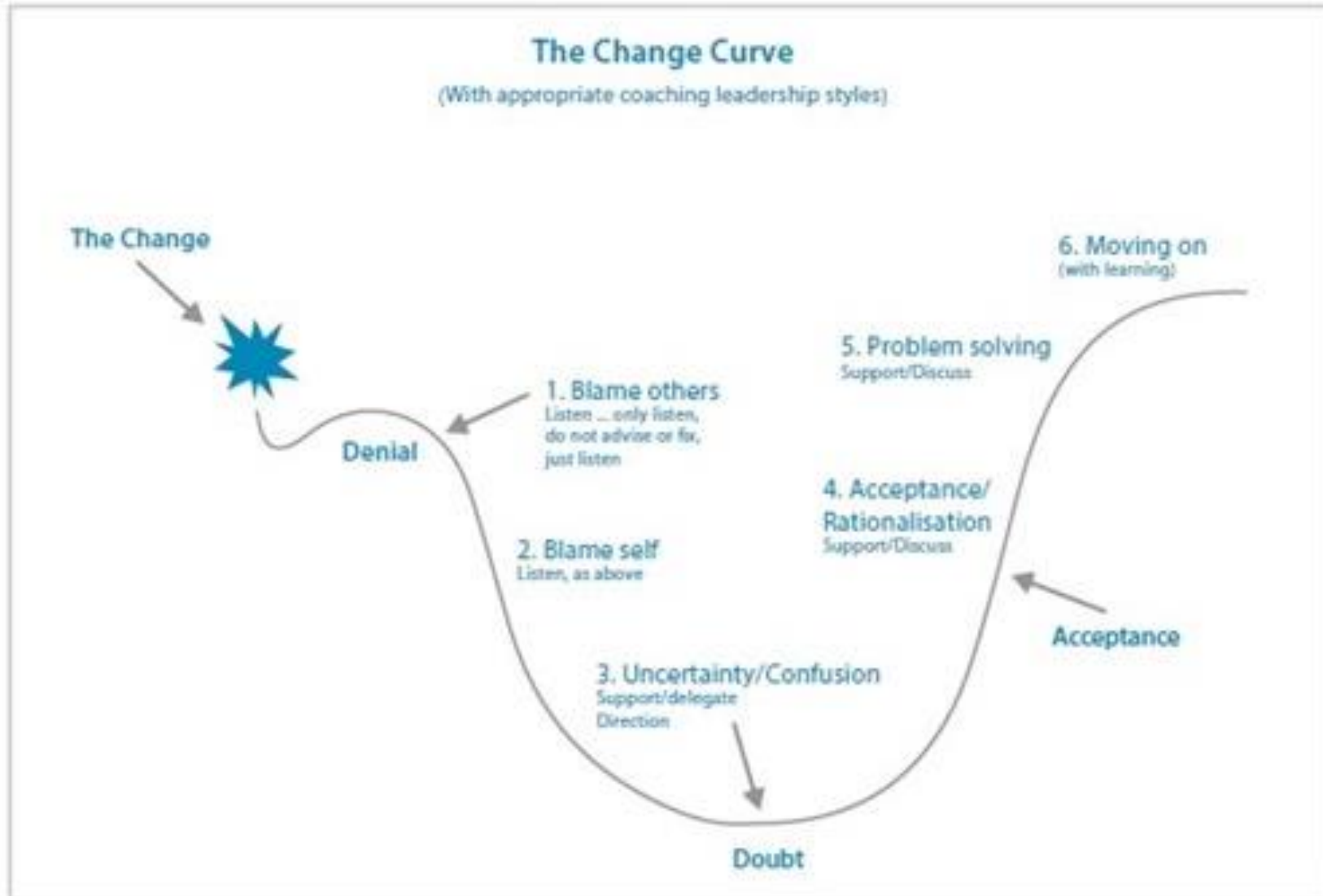
It's not personal

Subjective	Objective
<p>You don't deliver things when you say you're going to- it makes a mockery of our planning process and yesterday was a disaster.</p>	<p>I've had some experiences recently where I've had to ask you for things you said you'd deliver- the missing planning yesterday had an impact on the quality of the teaching. Is everything ok?</p>

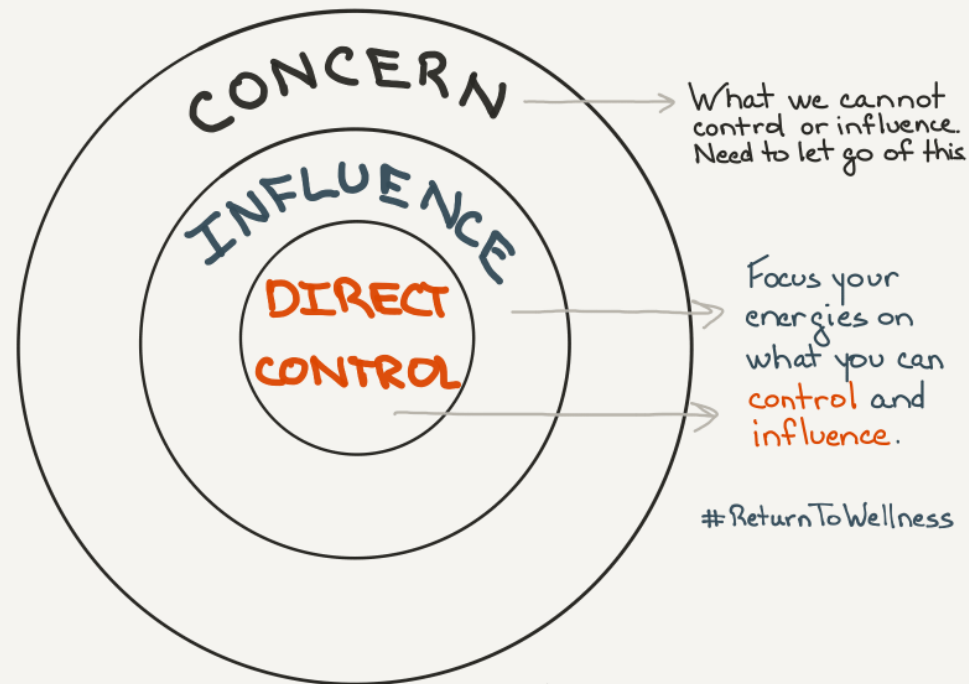
Reflection

- How do you handle conversations?
- Do you have the right conversations with the right people?
- Do you worry about upsetting people?
- Do you let things build up inside you?
- Have you had conversations go badly- why was that?
- Have you had conversations go well? Why was that?

Navigating Change



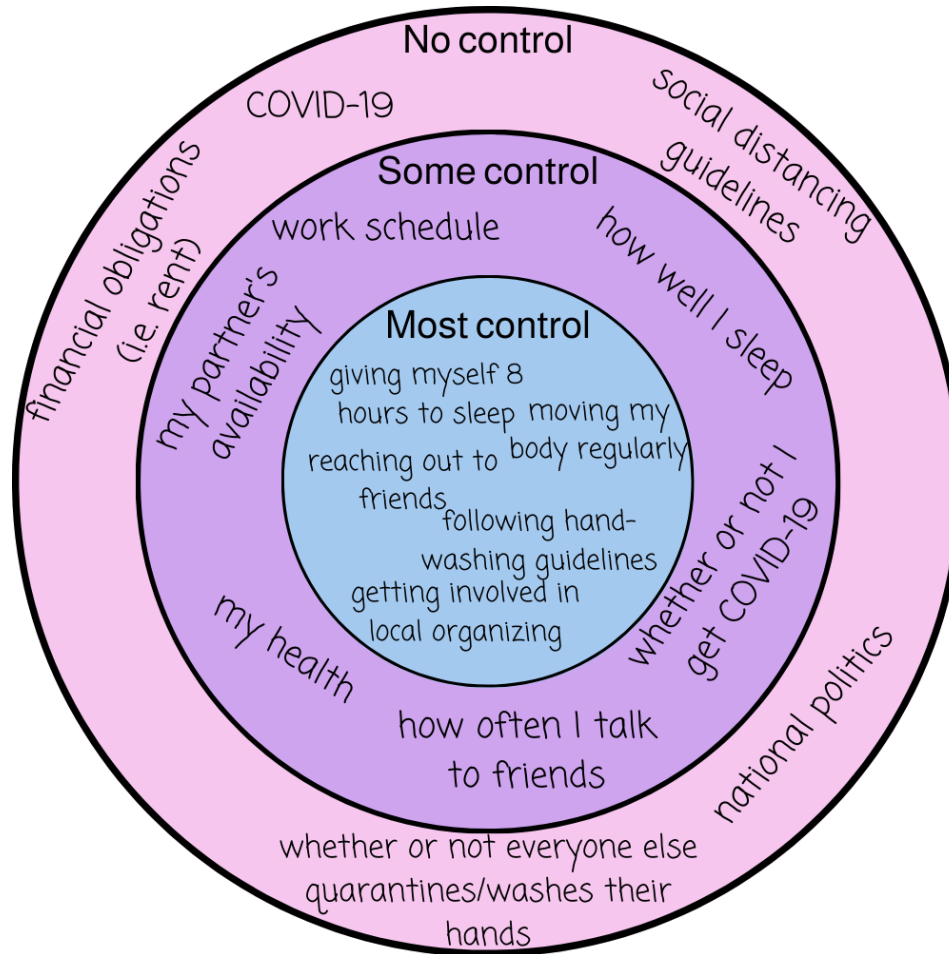
When we have change or obstacles in work and life



This model is by Stephen Covey, *The Seven Habits of Highly Effective People*, 1989

Pic drawn by
B BABCOCK 2019

Example



Reflection

- What feels out of control for you at the moment?
- What can you influence?
- What can you control?

Example

"Focus on what you can control,
and don't waste energy on the
things that you cannot."

- Unknown

Solution Focus Model

- A tool everyone can use.

The way things are done around here

