Building Community, Trust and Shared Vision

West Des Moines Community School District

1992

Superintendent’s Challenge:
To Develop a Plan to Take the School District into the 21st Century
1995

Superintendent’s Challenge:
To Build a Learning Community

Building Community

•Community/District Committee
•Skill Building/Knowledge Acquisition
•Classroom Structures
•Application of Knowledge & Skills
Learning Café Conversations

Creating Hospitable Space
Exploring Questions that Matter
Listening
Connecting Diverse Points of View
Allowing new intelligence to emerge

Trust as a Systemic Structure

In Building a Learning Community

Doug Stilwell
Defining Trust

- Firm reliance on the integrity, ability, or character of a person or thing.
- The balance between character and competence.
- Assured resting of the mind on the integrity, veracity, justice, friendship, or other sound principle of another person.

A Systems Definition of Trust

- Trust is the underlying condition in all human interactions.

"Underlying condition" implies a structure which supports interactions.
Iceberg Model of Trust

Behaviors of Trustworthiness

Patterns of Trustworthy Behavior

Systemic Structures of Trust

Trust as Leverage

“Give me a lever long enough…and single handed I can move the world.”

-Archimedes
New Perspective

“Move the fulcrum, by raising trust, and single handed we can change the organization.”
- D. Stilwell

Trust as a Fulcrum
(A prop or support by which a lever is sustained and allowed to pivot)

Effort x effort arm = Load x load arm

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<th>Efforts to build and support a learning community</th>
<th>SUCCESS</th>
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<td>Trust</td>
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Low  Level of Trust  High
Low Trust In an Organization

- Focus On Events
- Efforts to build and support a learning community
- Level of Trust: Low, High

High Trust In an Organization

- Focus On Systemic Structures
- To create Patterns And Events
- Efforts to build and support a learning community
- Level of Trust: Low, High
Relational Model of Trust

Attributes of Trustee
(Character/Competence)

Context of Trust
Dispositional
Historical
Categorical
Rule Based
Moving the Trust Fulcrum (Personal)

• Behave in trustworthy ways
  – Respect
  – Consideration of others
  – Integrity
  – Honesty
  – Courage

Moving the Trust Fulcrum (Organizational)

• Implement the 5 Disciplines
  – Personal Mastery
  – Mental Models
  – Shared Vision
  – Team Learning
  – Systems Thinking
• Communicate vision and values
• Create policies reinforcing trust
Benefits of a High Trust Culture

• Triple Bottom Line
  – Profit (reaching goal and objectives)
  – Resource Sustainability
  – Social Sustainability

Shared Vision

From Personal Visions to a Shared Vision of the Future
Shared Vision

The West Des Moines Community School District will be a caring community of learners that knows and lifts every child. We will inspire joy in learning. Our schools will excel at preparing each student for his or her life journey.
Vision

Creative Tension

Current Reality