

**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

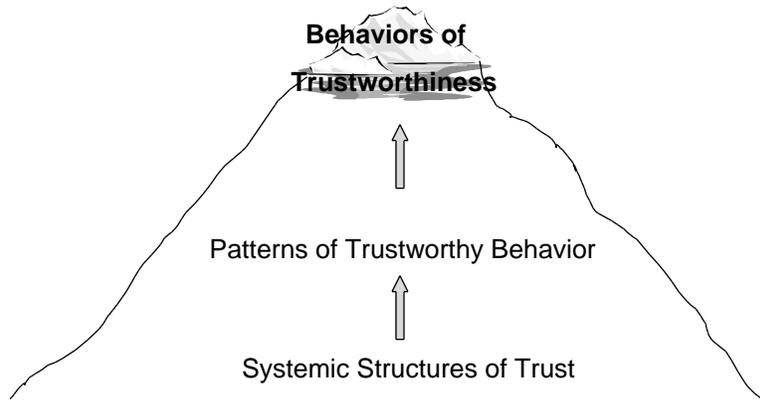
- Firm reliance on the integrity, ability, or character of a person or thing.
- The balance between character and competence.
- Assured resting of the mind on the integrity, veracity, justice, friendship, or other sound principle of another person.

## 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



# Trust as Leverage



"Give me a lever long enough...and single handed I can move the world."

-Archimedes

# New Perspective



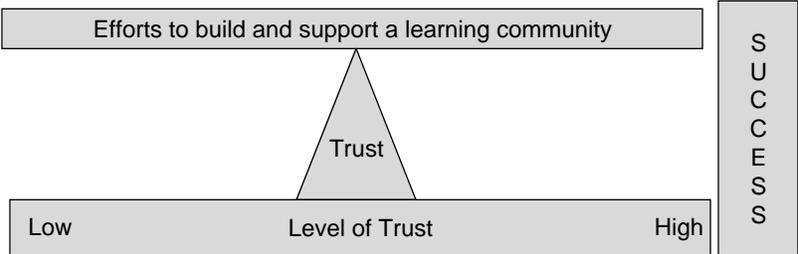
“Move the fulcrum, by raising trust, and single handed we can change the organization.”

- D. Stilwell

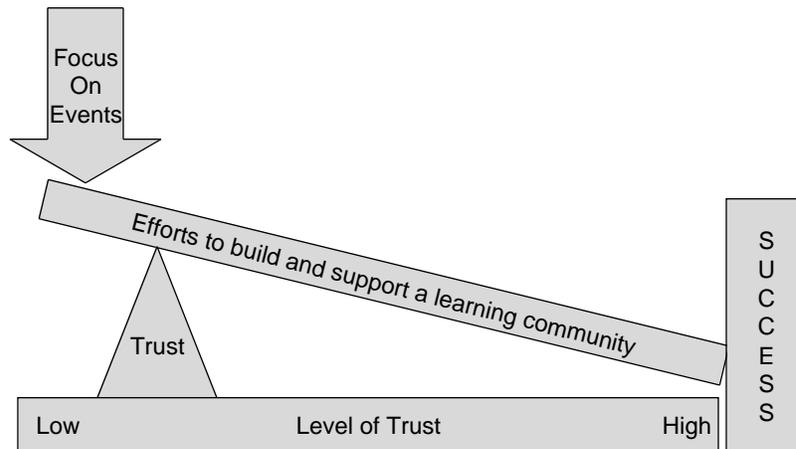
# Trust as a Fulcrum

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

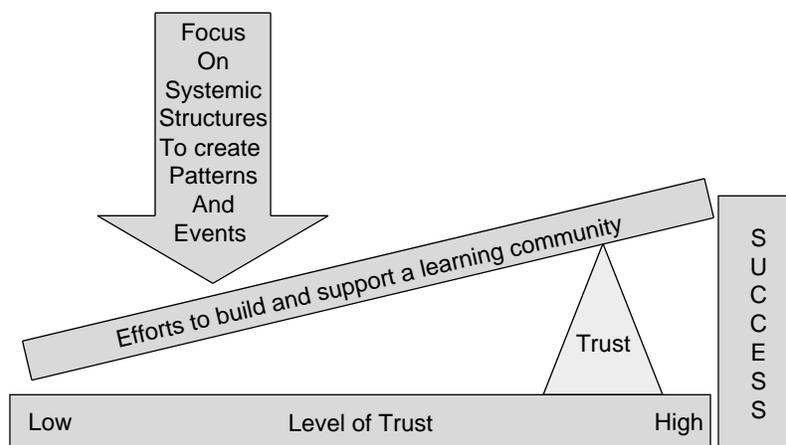
$$\text{Effort} \times \text{effort arm} = \text{Load} \times \text{load arm}$$

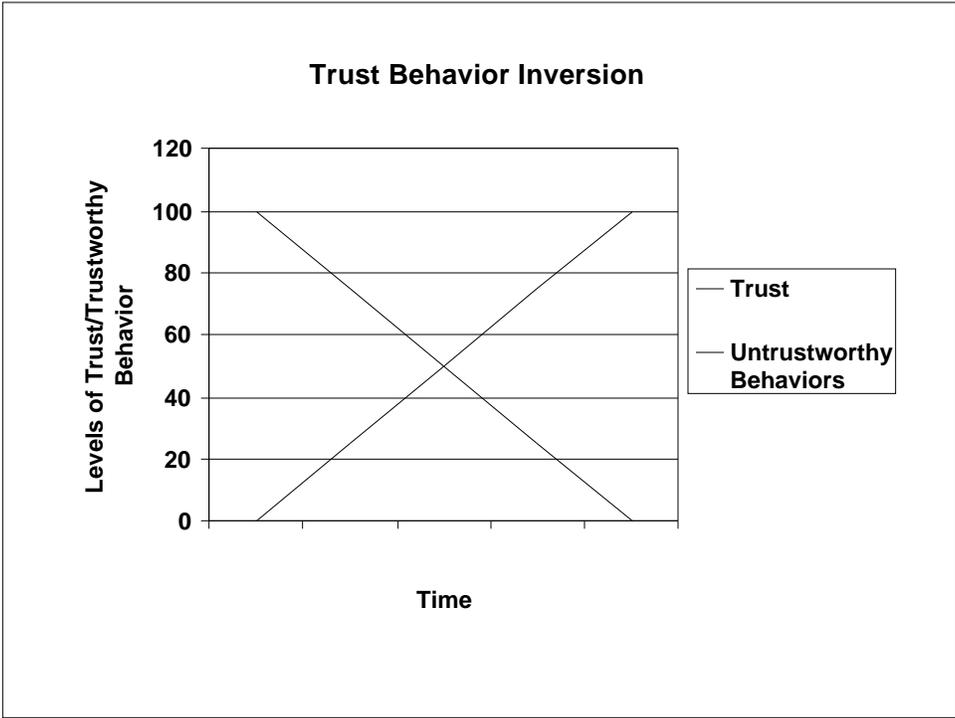


## Low Trust In an Organization

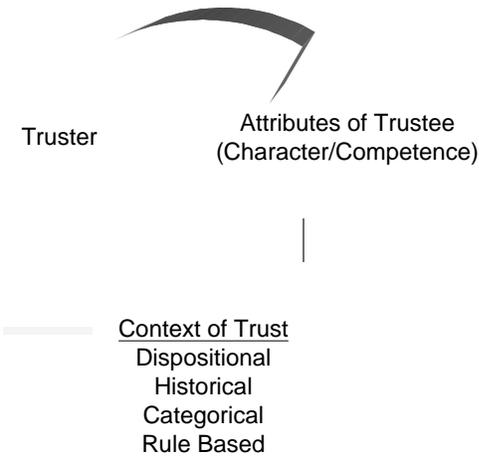


## High Trust in an Organization





## Relational Model of Trust



## Moving the Trust Fulcrum (Personal)

- Behave in trustworthy ways
  - Respect
  - Consideration of others
  - Integrity
  - Honesty
  - Courage

## Moving the Trust Fulcrum (Organizational)

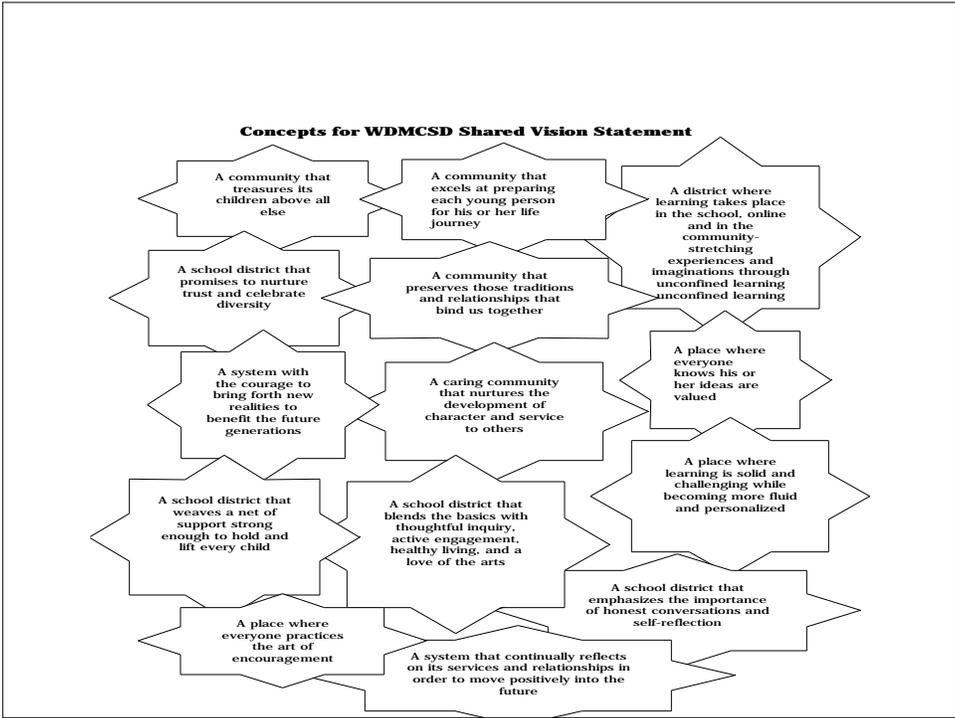
- Implement the 5 Disciplines
  - Personal Mastery
  - Mental Models
  - Shared Vision
  - Team Learning
  - Systems Thinking
- Communicate vision and values
- Create policies reinforcing trust

## 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.

