

# Working Together Matters For Improvement

What Can Practitioners & Policy Makers Do to Build a Collaborative System?




@shankerinst | @AFTteach | #Teach15

Monday July 13, 2015 | 2:15 p.m. – 4:00 p.m.  
Washington D.C. | Marriott Wardman Park





**ALBERT SHANKER INSTITUTE**





Improvement is as much about the capacities of educators and school leaders (human capital) as it is about the capacities and resources that are created between them (social capital) through interpersonal interaction, trust and cooperation, at all levels of the school organization and broader school system.





# **Alan J. Daly**

Professor & Chair, Dept. of Education Studies  
University of California San Diego



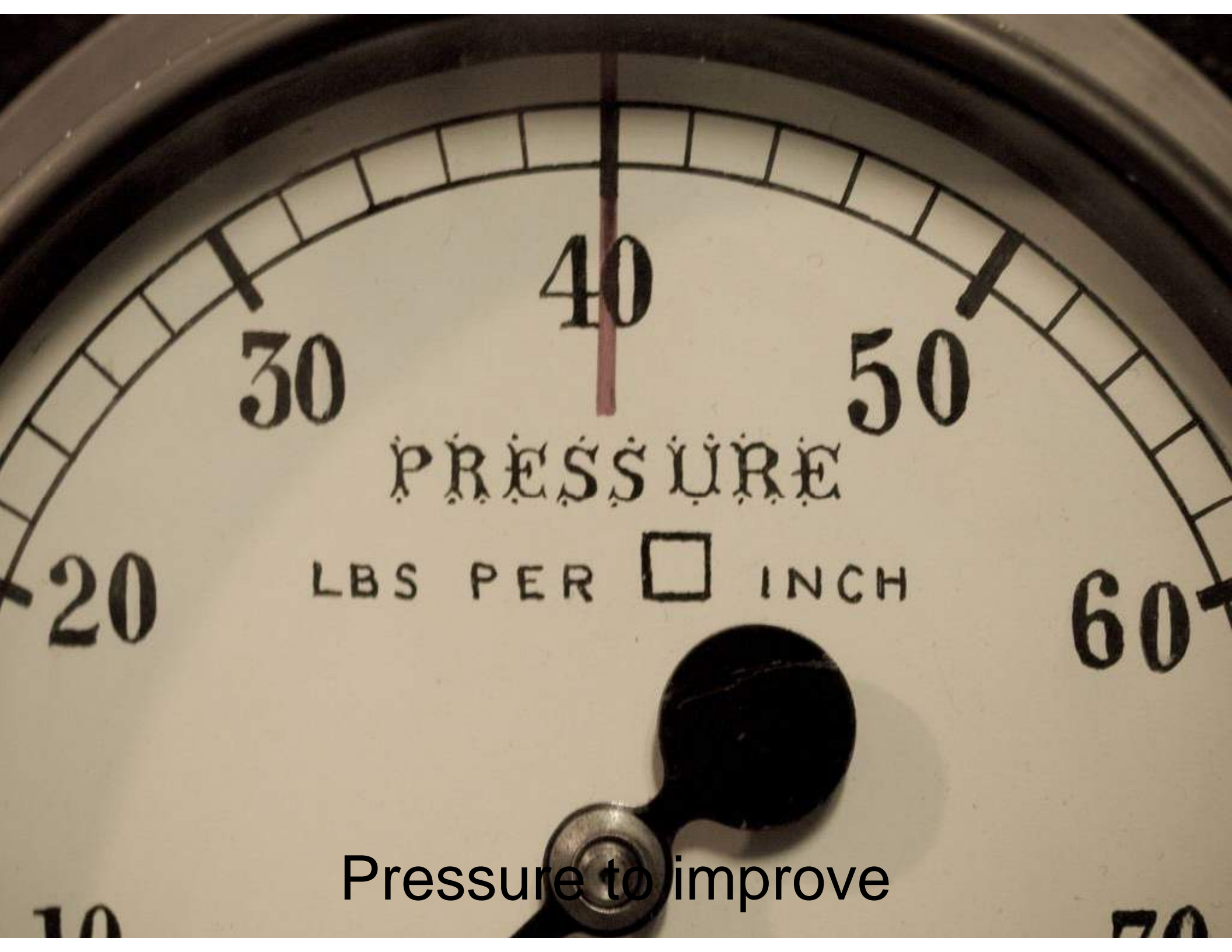
If you want to go fast, go alone.  
If you want to go far, go together.

African Proverb





Challenges in our educational system



Pressure to improve



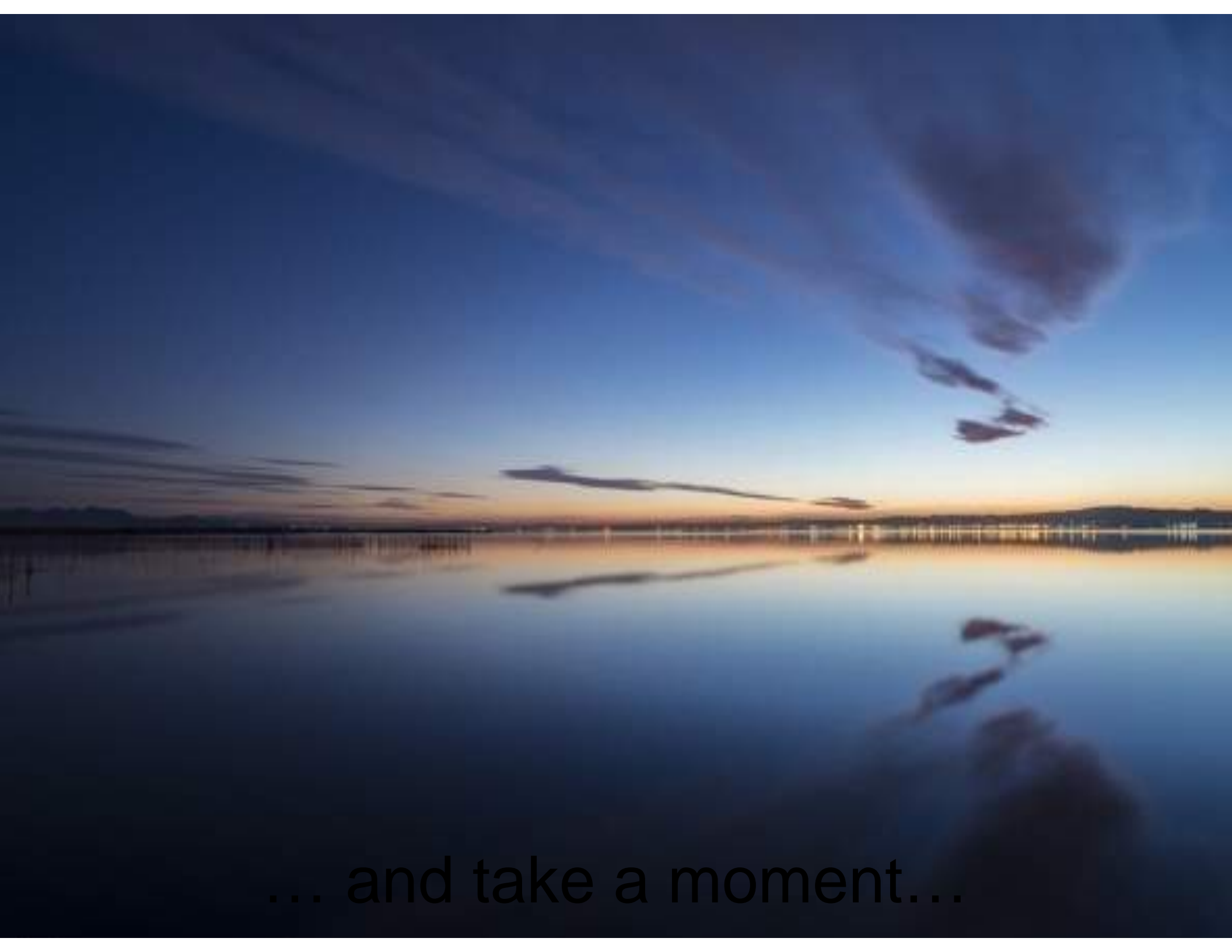
Different Perspectives on how to get there

Misalignment about what is valued and enacted

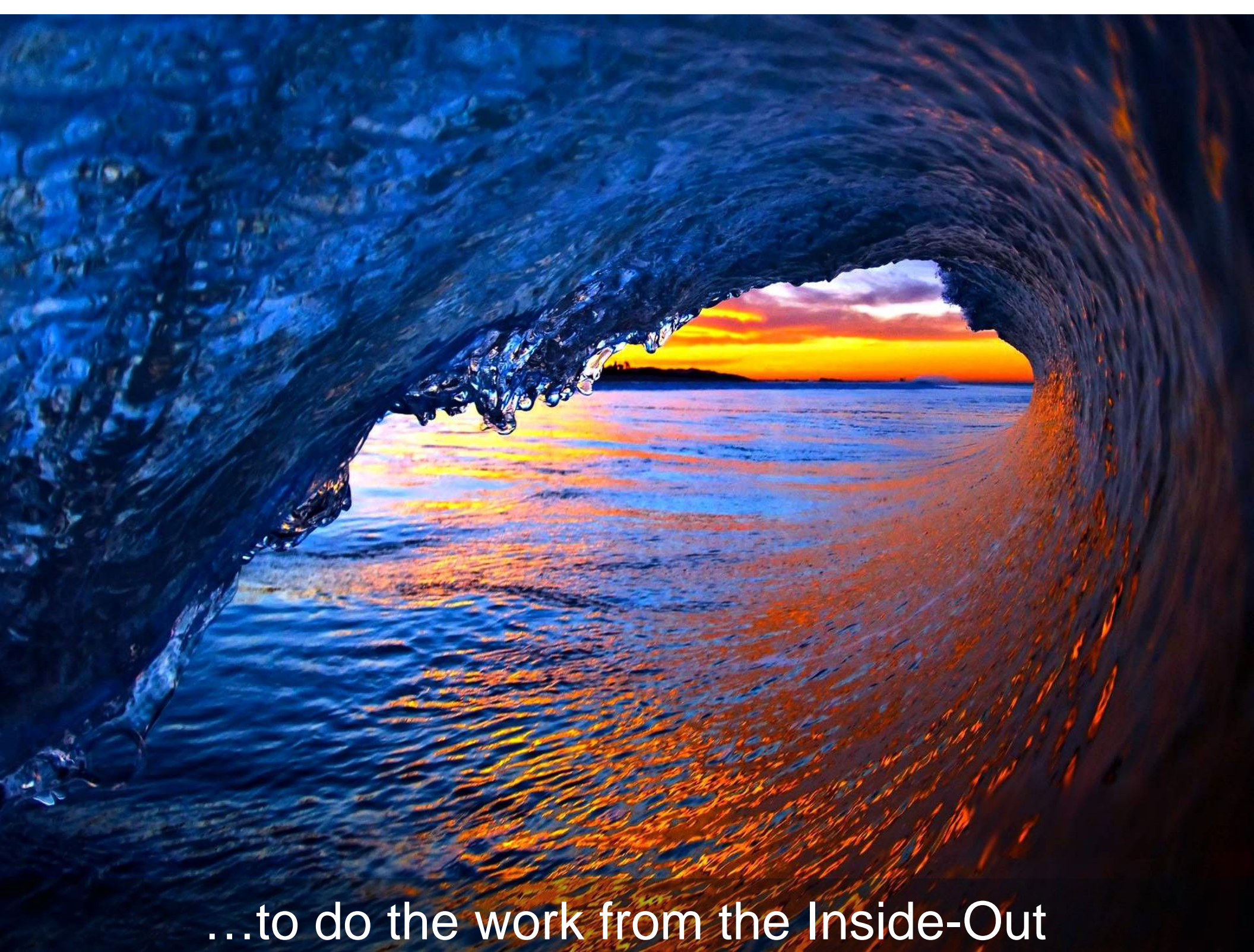




Create the space...



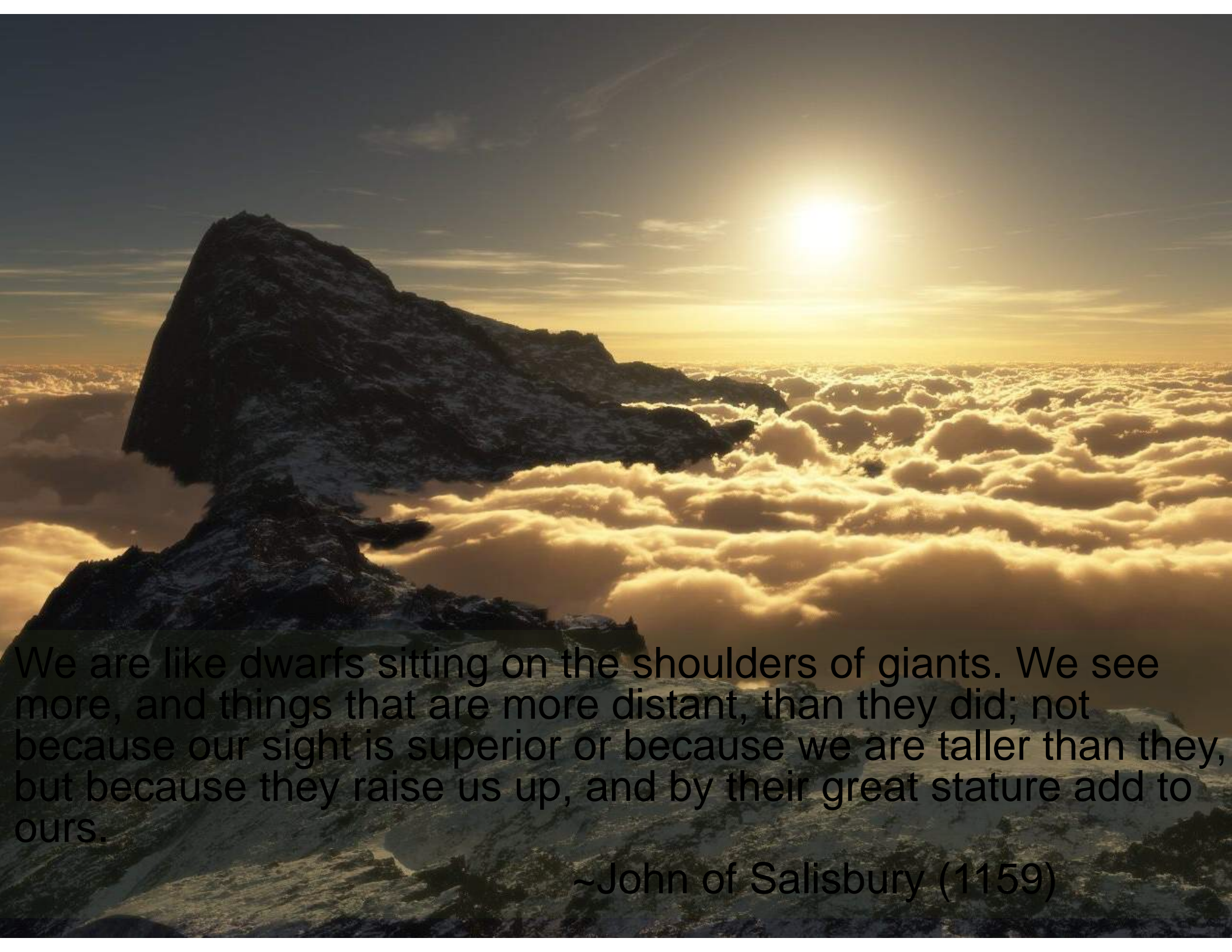
... and take a moment...



...to do the work from the Inside-Out

# Unleash Our Potential





We are like dwarfs sitting on the shoulders of giants. We see more, and things that are more distant, than they did; not because our sight is superior or because we are taller than they, but because they raise us up, and by their great stature add to ours.

~John of Salisbury (1159)

“There are many people who think they want to be matadors, only to find themselves in the ring...



...with two thousand pounds of bull bearing down on them, and then discover that what they really wanted was to wear tight pants and hear the crowd roar.”  
~Terry Pearce



Sense of Purpose

# Narrow focus on “Capital”

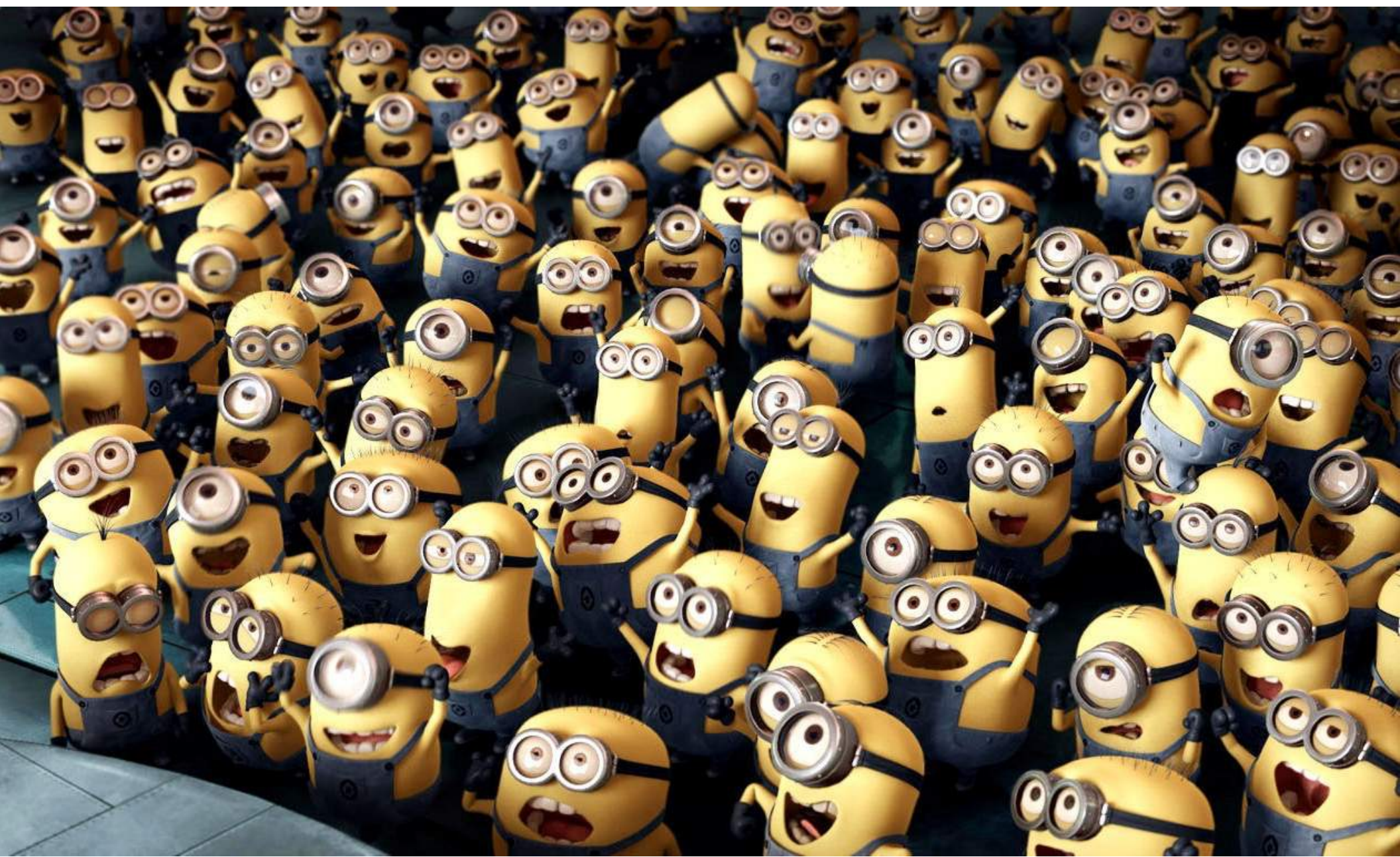




Human Capital



Social Capital



In organizations, **real power and energy** is generated through **relationships** and the capacity to form those relationships is more important than tasks, functions, roles, and positions.

~Margaret Wheatley

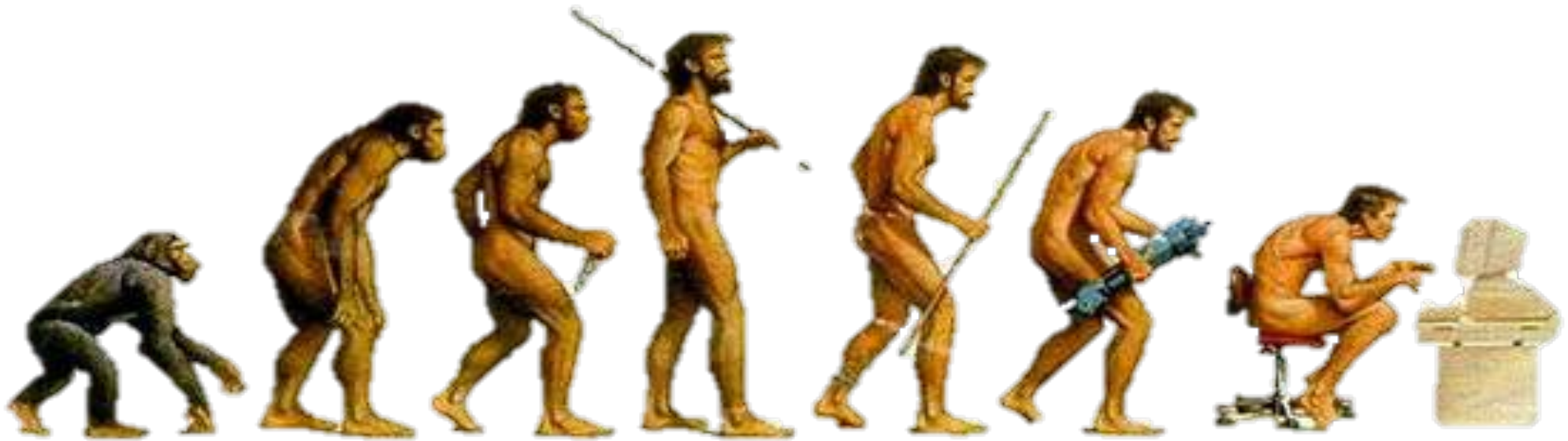


The provocative power of “we”

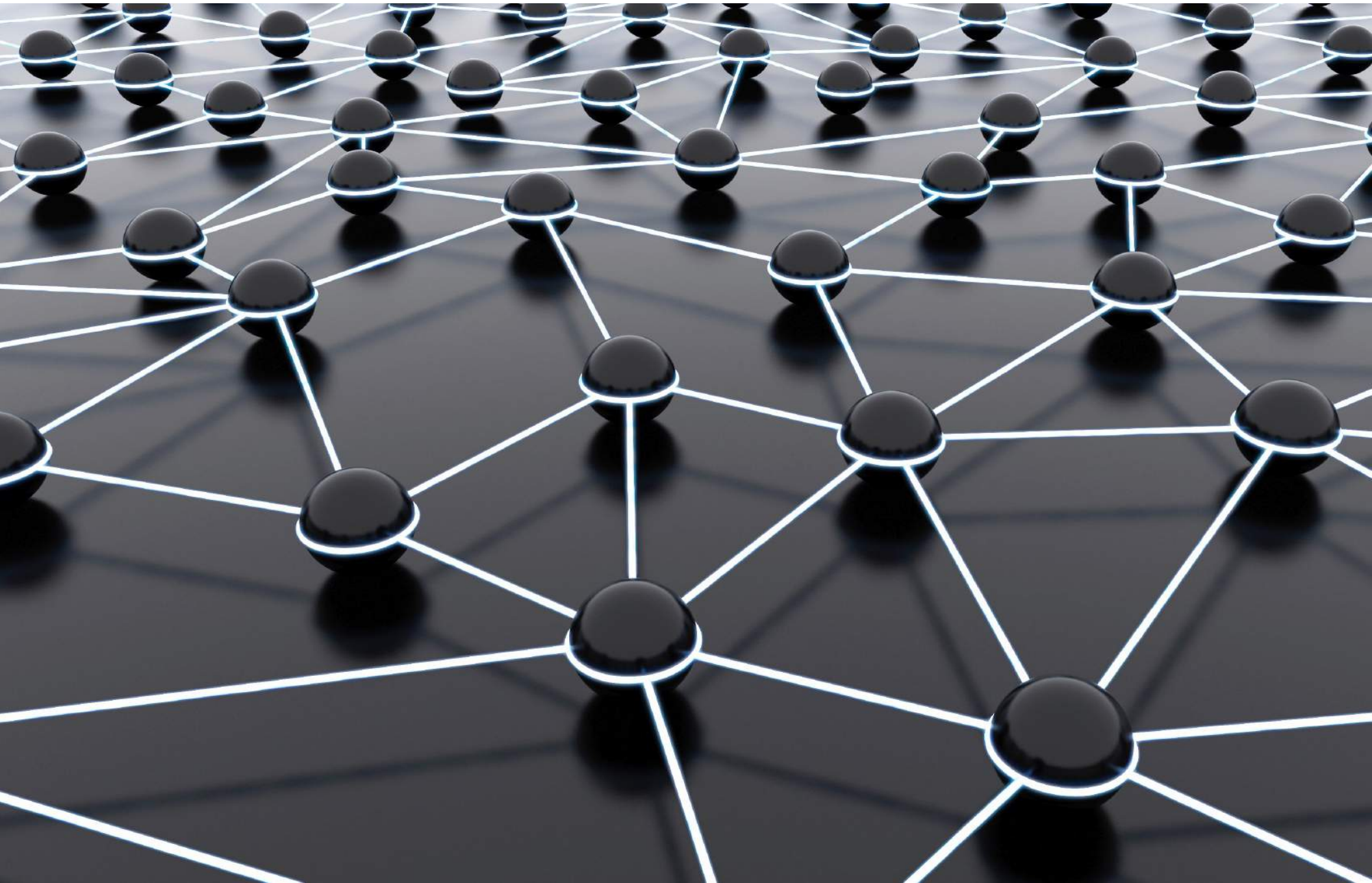


Nurture the Trust

# Evolving from an Information *Ego*-System...



...to a Knowledge *Eco*-System



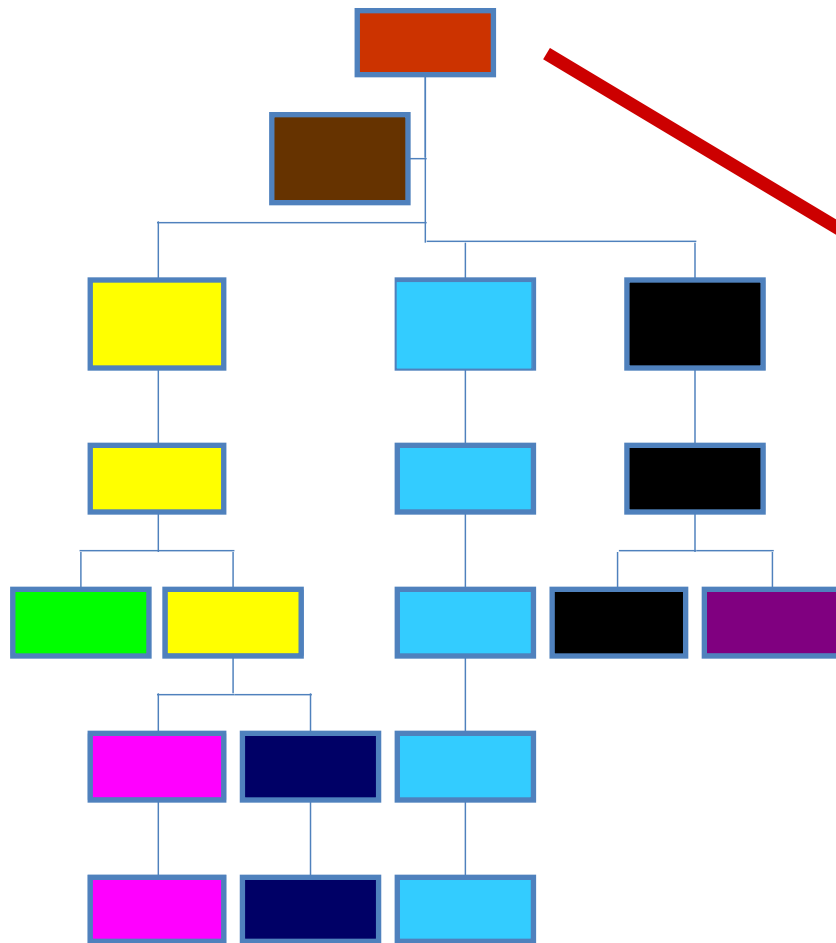


Examine both the individual...

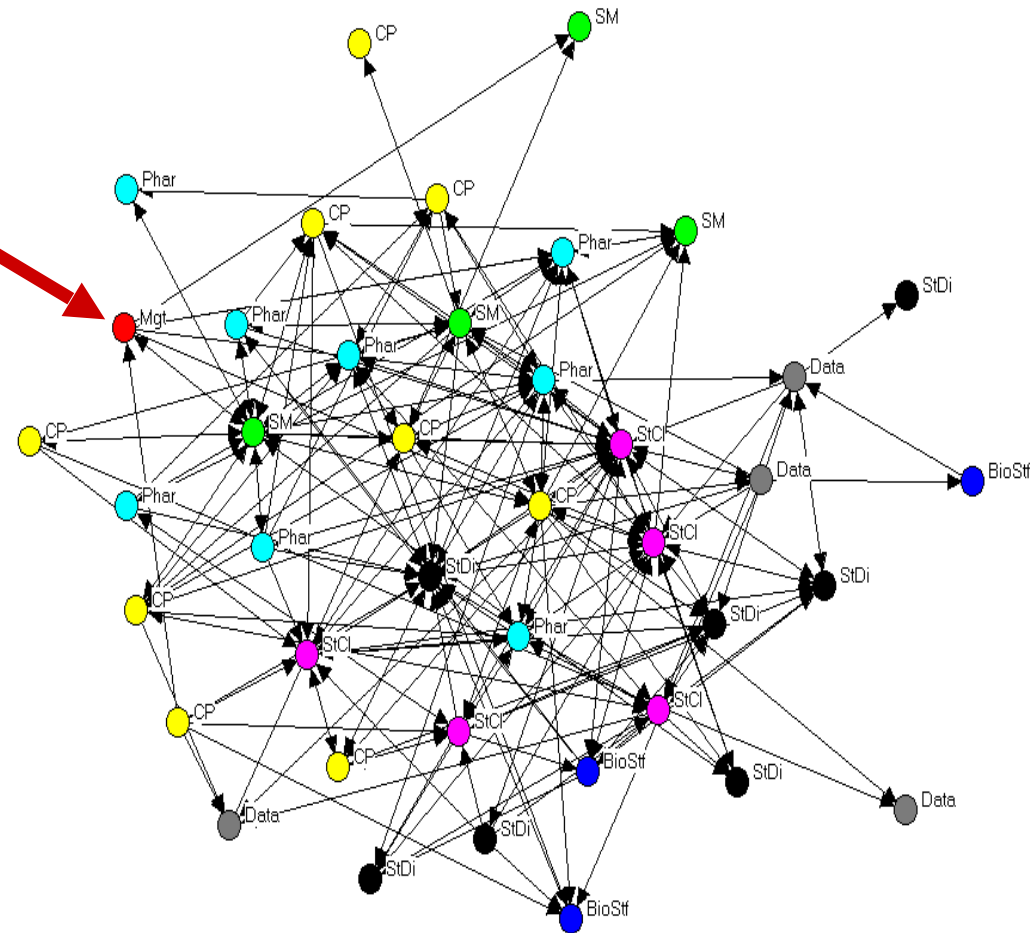


And the system...

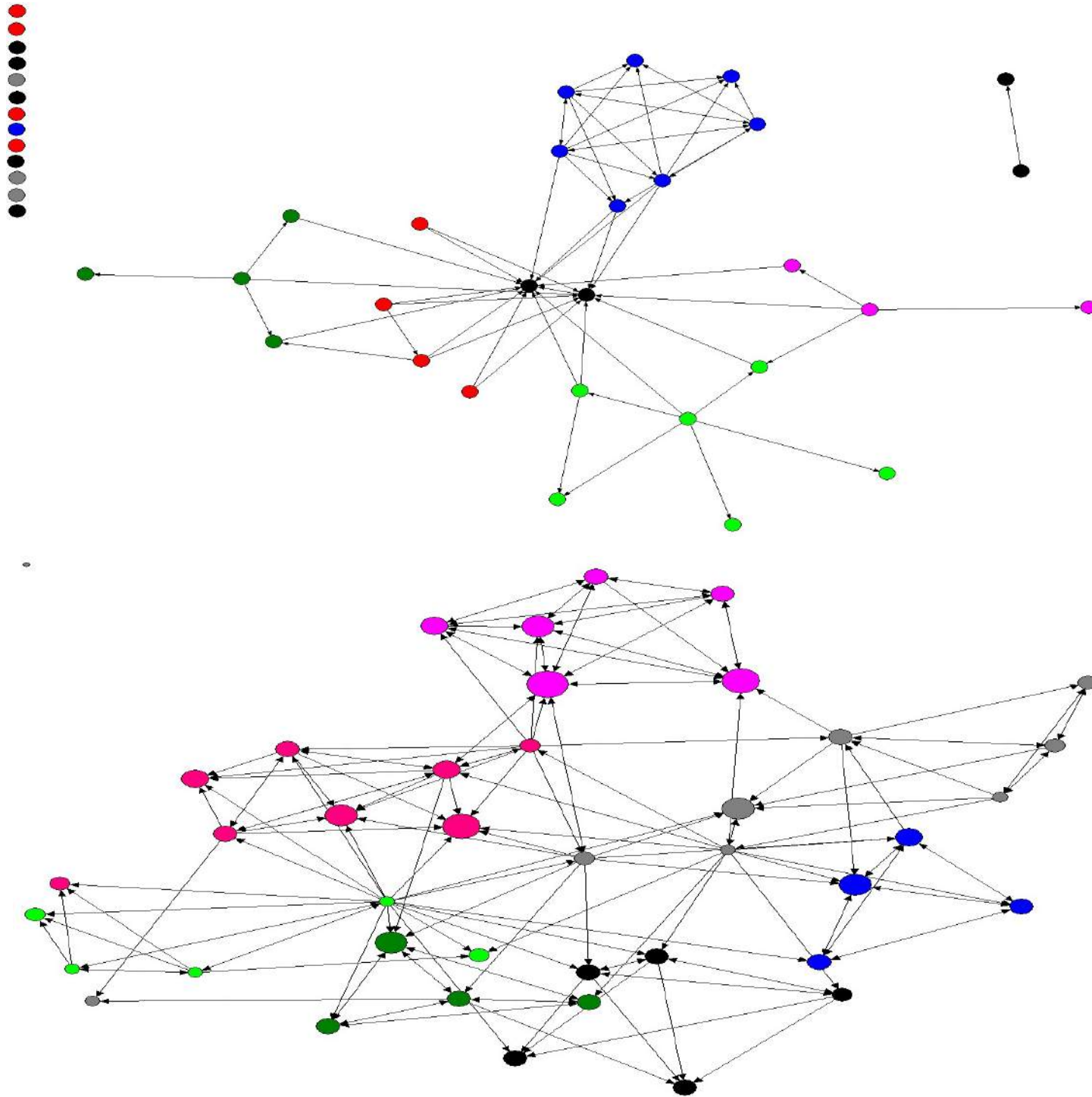
# Formal Systems



# Informal Systems

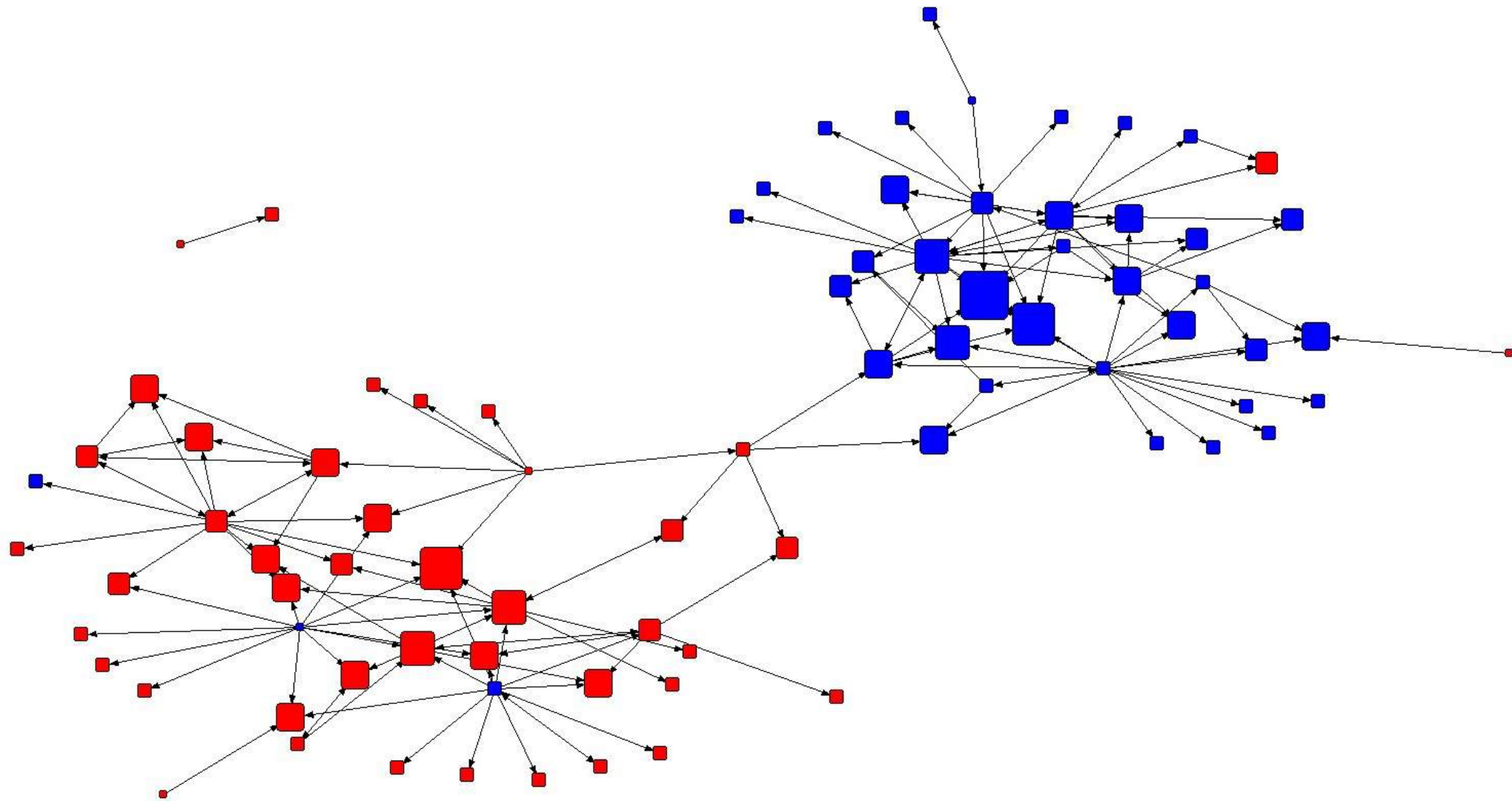


# Who do you turn to in sharing best practices?

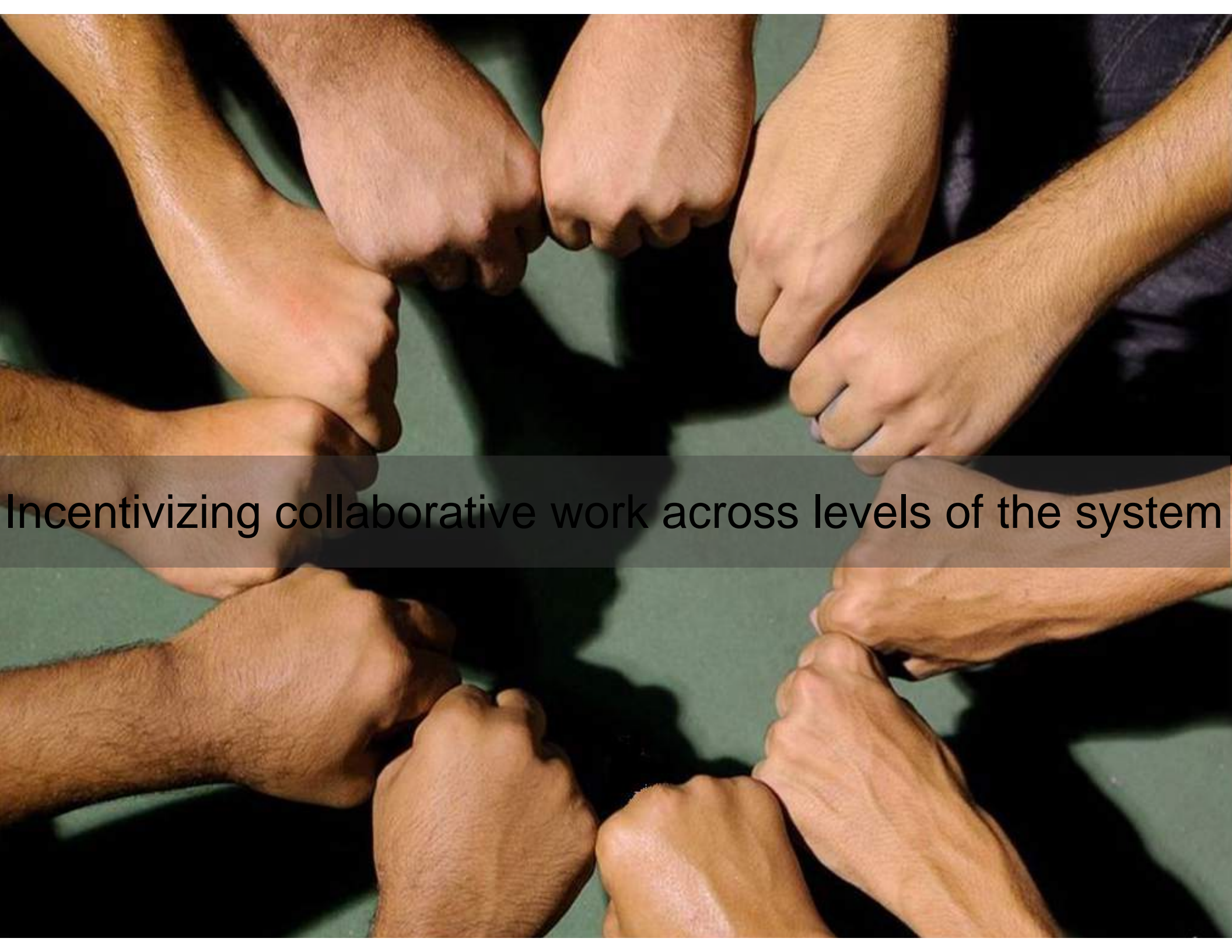


## Leadership Team:

To whom do you turn to get advice in improving outcomes?







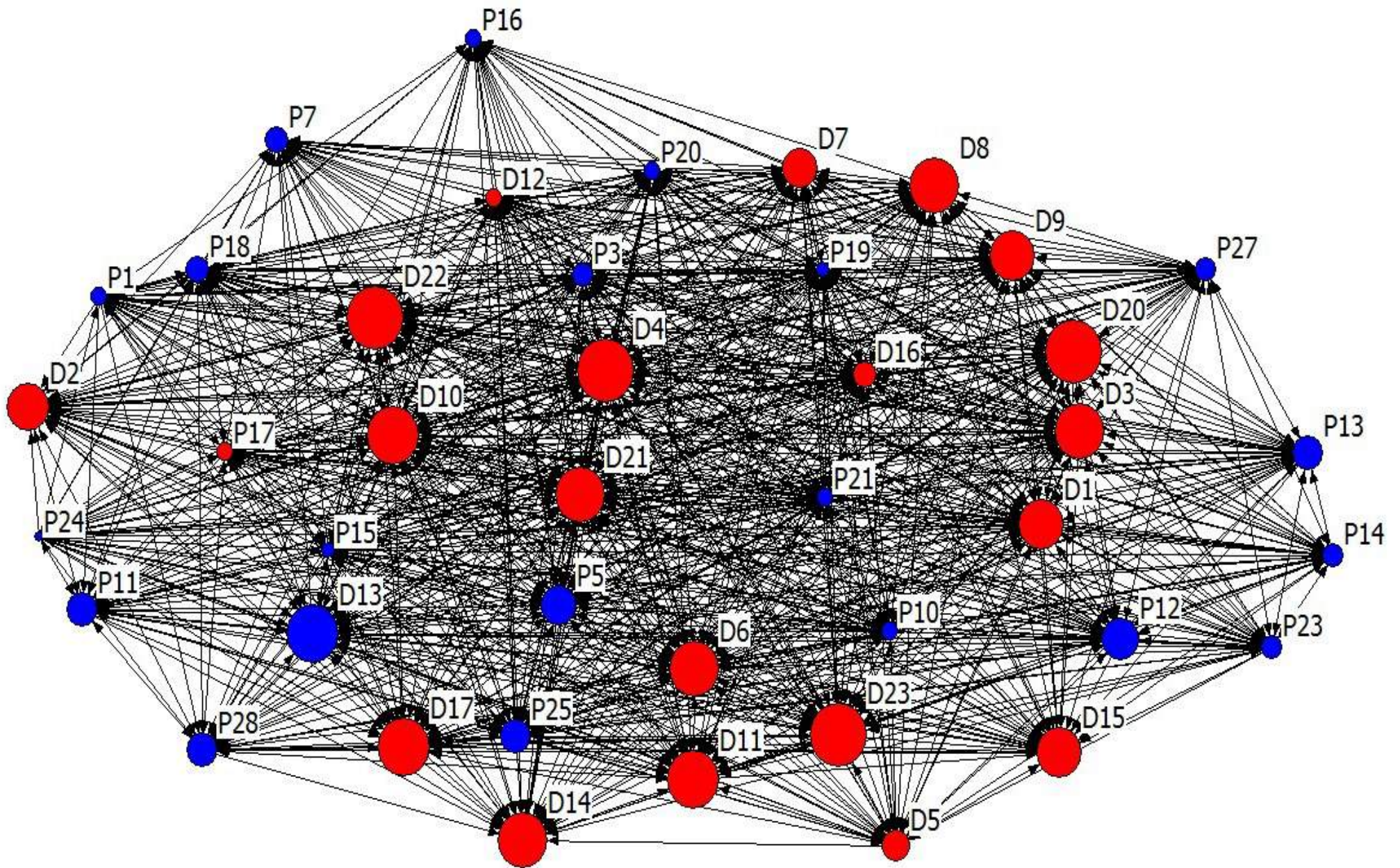
Incentivizing collaborative work across levels of the system



Reciprocated relationships between practice and research are critical to translating knowledge

# Building human capital

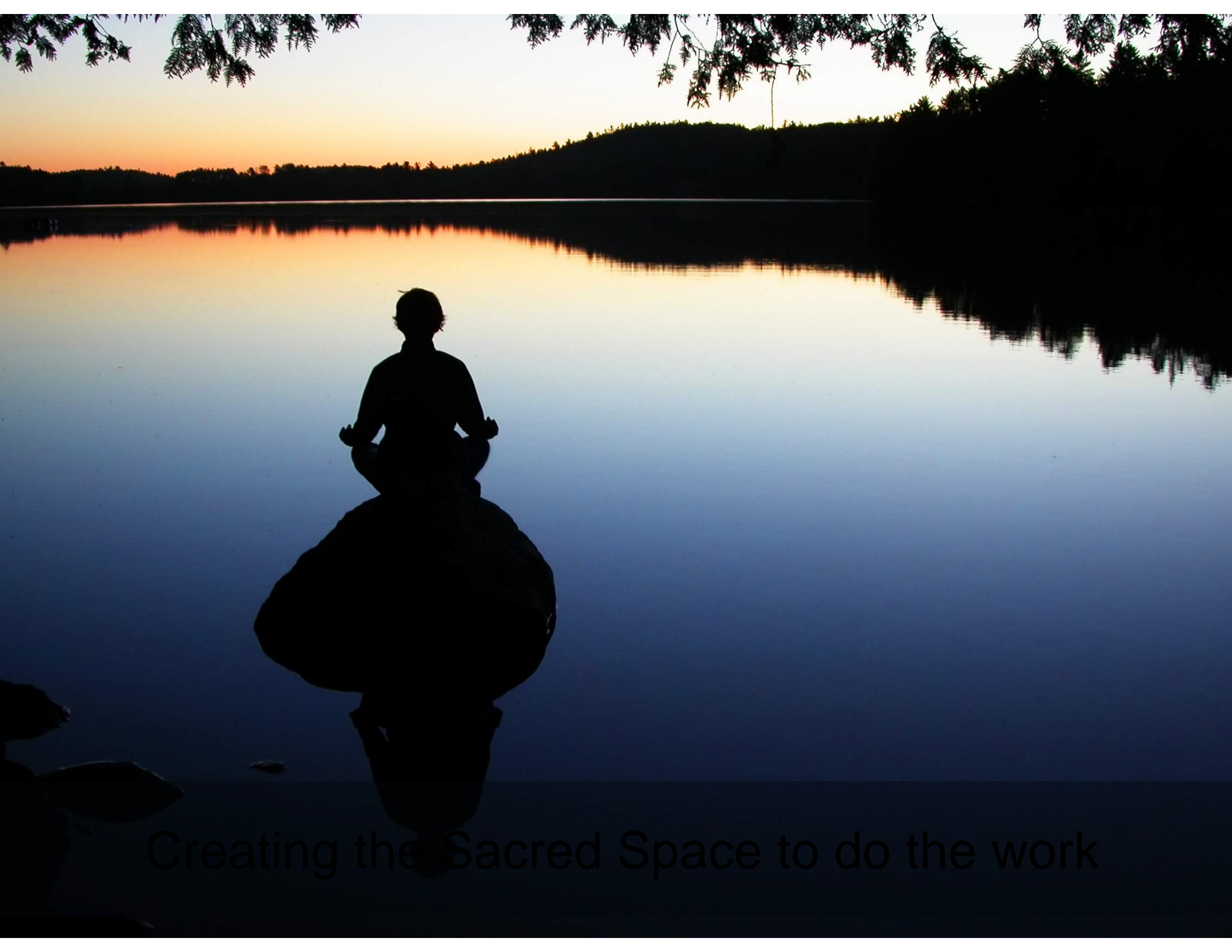




Generating Social Capital



Developing Intellectual Capital




Creating the Sacred Space to do the work

# Reflective Activity 1

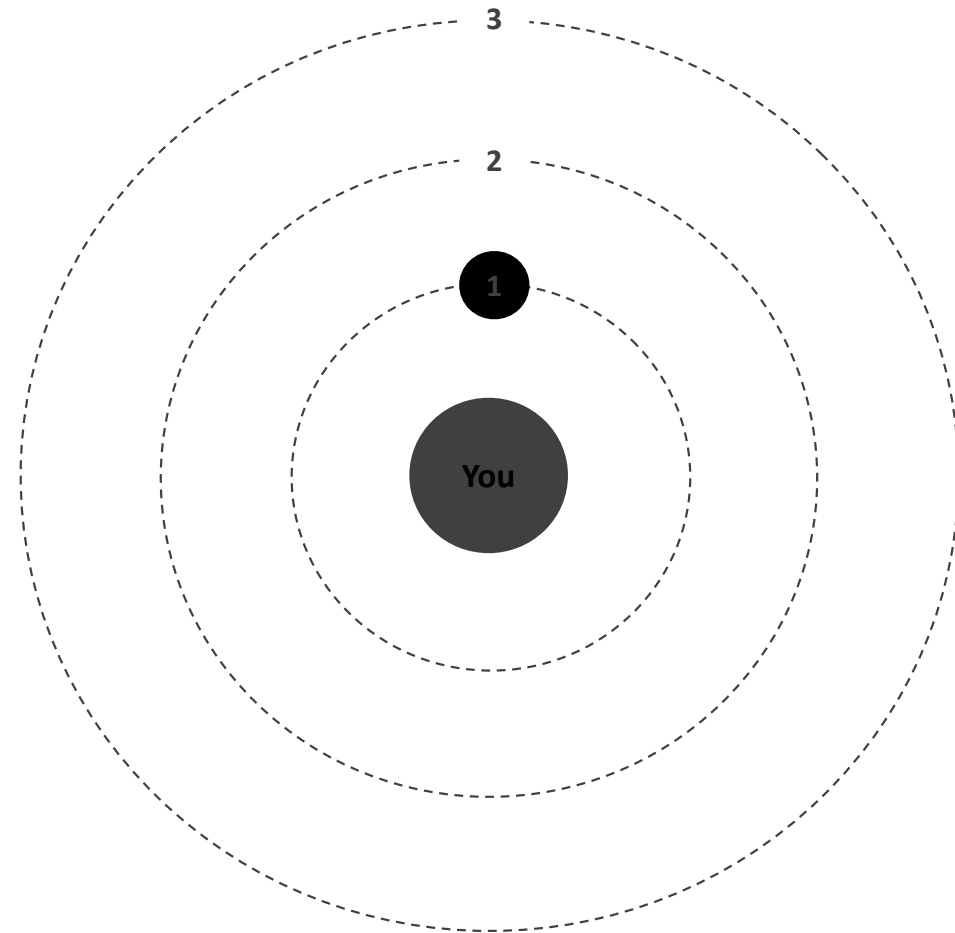


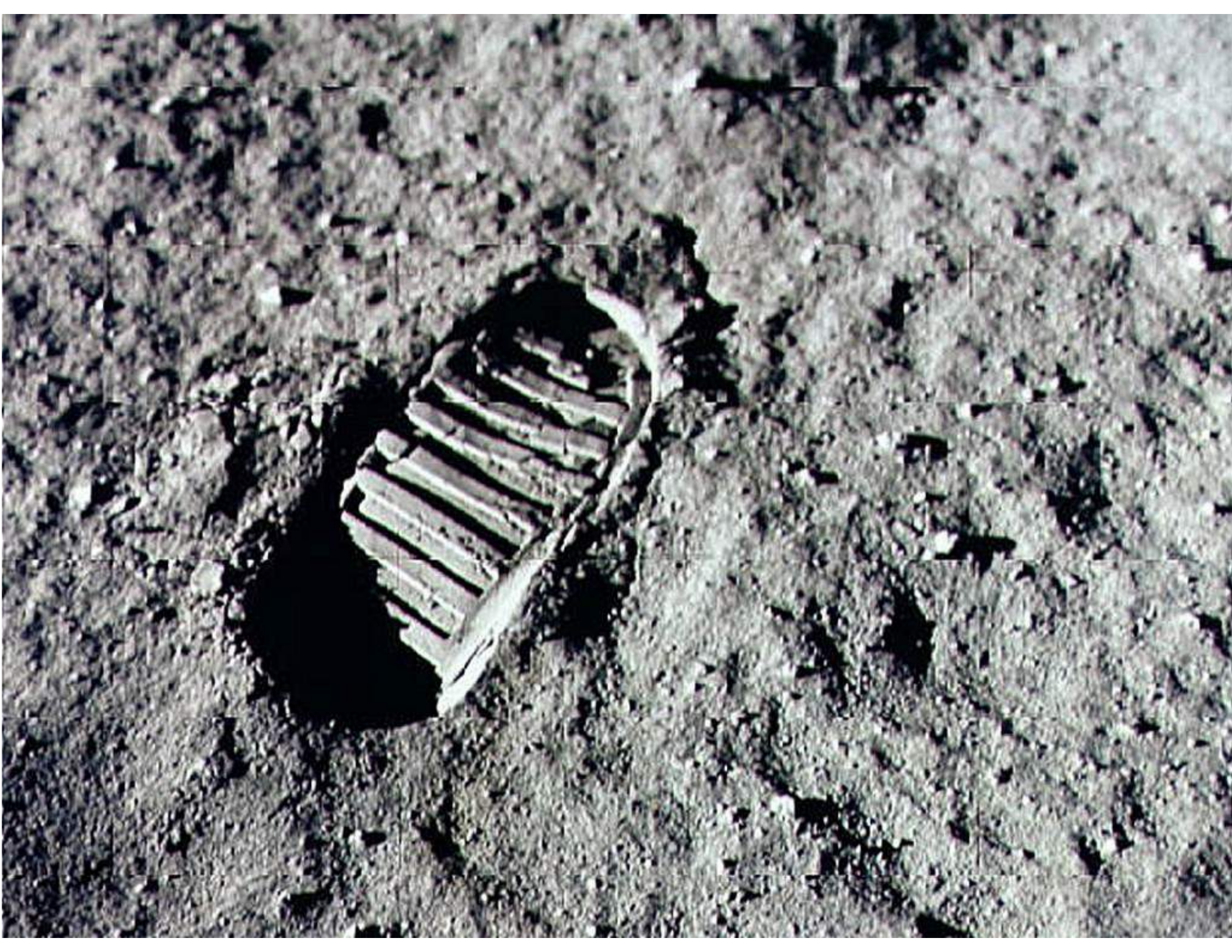
We all live in an eco-system of relationships that enable us to accomplish tasks with varying degrees of success. In this exercise you will consider those individuals with whom you have a relationship related to your work.



# Mapping YOUR Eco-System

2. Now consider the individuals who are on your map. Are there two people who are not currently connected that if you introduced them amazing synergy may arise or your organization may become more effective?





# Contact

Alan J. Daly, Ph.D.

University of California, San Diego

805-252-7819

[ajdaly@ucsd.edu](mailto:ajdaly@ucsd.edu)

Kara S. Finnigan, Ph.D.

University of Rochester

585-275-9942

[kfinnigan@warner.rochester.edu](mailto:kfinnigan@warner.rochester.edu)