CALMI   Three Pillars of Collaboration

TRUST

"Trust is institutionalized in an organization's rules, roles and relations. That means it is embedded in everything an organization does or tries to do. It is explicit and implicit. It is in the climate and culture. It is found in every interpersonal encounter, at every meeting. It is displayed in how outsiders are treated. It permeates organizations."

-Anthony Carnevale,
Dir. of Education and the Workforce,
Georgetown University

Relationships are the building blocks for trusting interactions among staff and leaders within a school system. If school systems are to become effective agents in supporting student learning, educational leaders should prioritize the importance of trust. Trust is built through shared responsibility, mutual accountability, follow-through, integrity and a willingness to be vulnerable. Creating a culture of trust is a foundational element of continuous improvement.

Education leaders can build trust by creating structures and processes that promote interaction, dialogue, and collaboration which engage staff and constituents in decision-making at all levels of the organization. Socio-demographic and cultural factors also affect organizational trust levels as the shared values, beliefs, and behavioural norms reflect the members of the community.

EQUITY

"Within each of us lies the most powerful, and still untapped, resource to turn schools and entire school systems into places for powerful learning. This resource, the resource most equally distributed among us humans, is our capacity to act, learn, and change the world. I've seen it work, and I trust we'll see it work more and more in the coming years."

- Santiago Rincon-Gallardo
Chief Research Officer, Michael Fullan Enterprises

Students and employees are more likely to succeed when labor-management relations are healthy, inclusive and diverse. Including the voices of typically marginalized staff and stakeholders creates a diversity of perspectives that improves decision-making, collaborative practices and the ability to address learning gaps.

Structures and processes that allow for the insight from teachers and support staff to impact decision-making lead to more equitable outcomes for all. Creating access, maximizing opportunities for diverse voices and dismantling racial inequities is the work of both labor and management. Management should create more opportunities to listen to the voice of staff and unions should embrace their role in driving improvement.

COMMUNICATION

"When we listen with the intent to understand others, rather than with the intent to reply, we begin true communication and relationship building. Opportunities to then speak openly and to be understood come much more naturally and easily."

- Stephen Covey
Author, 7 Habits of Highly Effective People

Communication requires consistent, honest and authentic dialogue. Leaders that foster an open psychologically safe space for questioning and reflection increase communication and cause us to view each other as resources. Open communication and transparency builds an organizational culture that supports collective learning and shared responsibility.

Ongoing open dialogue and shared information between school staff, labor and administrative leaders builds a shared understanding of the assumptions and processes used for decision making. Structures that enable communication like joint committees and labor-management learning teams help institutionalize collaborative practices. Effective communication also provides necessary feedback, supports shared goals and helps us listen and understand each other.

CALMI
California Labor Management Initiative